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GRAND JURY

ANNUAL REPORTS



**CITY AND COUNTY OF
SAN FRANCISCO
CALIFORNIA**

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G R A N D J U R Y
OF THE
C I T Y & C O U N T Y O F S A N F R A N C I S C O
1 9 5 6

Foreman
FRED PARR COX

Secretary
MRS. SYLVIA LADAR

RAY E. ALDERMAN	GEORGE P. FREUND
WILLIAM S. BAGGE	ROBERT ROY HALL
FRED J. CASASSA	ABRAM S. JAFFE
LYNN S. COE	SAMUEL M. MARKEL
MAURICE E. COFFEY	HAROLD B. MILLER
W. ALLEN EHRHARDT	BENJAMIN F. MODGLIN
MRS. MARION F. EVERS	WALTER S. NEWMAN
CHARLES FLEISCHMAN	SYLVAN C. SPENCER

JOHN J. THOMAS

Impanelled January 12, 1956

Discharged January 10, 1957

David F. Supple
Consultant-Statistician

-o-o-o-

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173 SFPL 09/29/00 26

1. The first part of the paper is devoted to the study of the properties of the function $f(x)$ defined by the equation

$$f(x) = \int_0^x f(t) dt$$

It is shown that the function $f(x)$ is continuous and differentiable at every point x of the interval $[0, 1]$. The derivative of the function is equal to $f(x)$ itself.

2. In the second part of the paper, we consider the function $f(x)$ defined by the equation

$$f(x) = \int_0^x f(t) dt + x$$

It is shown that the function $f(x)$ is continuous and differentiable at every point x of the interval $[0, 1]$. The derivative of the function is equal to $f(x) + 1$.

3. In the third part of the paper, we consider the function $f(x)$ defined by the equation

$$f(x) = \int_0^x f(t) dt + x^2$$

It is shown that the function $f(x)$ is continuous and differentiable at every point x of the interval $[0, 1]$. The derivative of the function is equal to $f(x) + 2x$.

4. In the fourth part of the paper, we consider the function $f(x)$ defined by the equation

$$f(x) = \int_0^x f(t) dt + x^3$$

It is shown that the function $f(x)$ is continuous and differentiable at every point x of the interval $[0, 1]$. The derivative of the function is equal to $f(x) + 3x^2$.

5. In the fifth part of the paper, we consider the function $f(x)$ defined by the equation

$$f(x) = \int_0^x f(t) dt + x^4$$

It is shown that the function $f(x)$ is continuous and differentiable at every point x of the interval $[0, 1]$. The derivative of the function is equal to $f(x) + 4x^3$.

6. In the sixth part of the paper, we consider the function $f(x)$ defined by the equation

$$f(x) = \int_0^x f(t) dt + x^5$$

It is shown that the function $f(x)$ is continuous and differentiable at every point x of the interval $[0, 1]$. The derivative of the function is equal to $f(x) + 5x^4$.

7. In the seventh part of the paper, we consider the function $f(x)$ defined by the equation

$$f(x) = \int_0^x f(t) dt + x^6$$

It is shown that the function $f(x)$ is continuous and differentiable at every point x of the interval $[0, 1]$. The derivative of the function is equal to $f(x) + 6x^5$.

GRAND JURY OF THE CITY AND COUNTY OF SAN FRANCISCO

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December 14, 1956

Honorable Twain Michelsen
Presiding Judge of the Superior Court
City Hall
San Francisco, California.

Your Honor:

We are submitting to you a final report of the 1956 Grand Jury. This report embodies the findings of twenty committees, and represents the diligent work of seventeen men and women over the past year. It has been a great honor to have served this City and County as the foreman of the 1956 Grand Jury, and to have been associated with these most able citizens, who have given so unselfishly of their time. We regret that Mr. Harold B. Miller became incapacitated at the beginning of the year and was unable to meet with us. However, the three committees to which he was appointed, two of them as chairman, have been ably served by other members.

I wish to say, your Honor, that each member of this panel has made major contributions to our efforts this year. I do want to express particular appreciation to Mrs. Sylvia Ladar, appointed by you as our secretary. She has been a great help, and has given unsparingly of her time.

The Grand Jury has had a close relationship with the district attorney's office, and we wish to express our appreciation to Mr. Thomas C. Lynch and to Mr. Norman Elkington for their co-operation throughout the year.

In presenting to you the final committee reports, each report has been reviewed by the Grand Jury as a whole. They contain certain recommendations which we would like to call to the attention of the incoming Grand Jury. We have also appended to these reports copies of the resolutions and recommendations which have been adopted this year.

I am, your Honor, most grateful to you for the appointment to serve as foreman of the Grand Jury this past year. It has been a great experience for me, and I wish to extend to you my most sincere appreciation. It is earnestly hoped that the work of this Grand Jury has been of service to our City and County of San Francisco.

Most respectfully,

FRED PARR COX

Foreman, 1956 Grand Jury of the
City and County of San Francisco

SUMMARY OF ACTIVITIES

of the

1956 GRAND JURY

CITY AND COUNTY OF SAN FRANCISCO

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A somewhat condensed summarization of Committee activities of the 1956 City and County of San Francisco Grand Jury, undertaken during its tenure, follows:

At our first meeting it was decided to eliminate the usual Thursday forenoon assemblage by convening on Monday evening one-half hour earlier, thus making possible an annual saving to the City of some \$5,000 in Jurors' fees.

During the second week of this Grand Jury's term, twenty committees were appointed to analyze the various and numerous City and County offices before budget time, thereby making it possible for the Jurors to examine the budget requirements and recommendations prior to their submission. We recommend that subsequent Grand Juries follow this procedure.

The first official inspection of a committee as a body was of the Log Cabin Ranch School for Boys at La Honda. We were impressed with the facilities and the building program already in progress, but recognized the need for continued planning and rebuilding of the School's inadequate accommodations, as well as the need for additional funds to maintain this greatly needed work. Through the efforts of individual members of the Grand Jury, funds were privately raised to equip the new Recreation Hall at the School. A resolution of appreciation for this assistance was received by the Jury from the Juvenile Court of the City and County of San Francisco.

This Jury met Chief Frank Ahern for the first time on the evening of the public announcement of his appointment to the office of Chief of Police. We were impressed with the new Chief's ideas and proposals for the reorganization of his Department, and we enthusiastically endorsed his plans.

Early in the new year two trips were made to the Hall of Justice to inspect the facilities - one trip in the morning and the second, an unscheduled visit, at midnight. As a result of these inspections and conferences with the Chief of Police and other members of his Department, the Grand Jury endorsed the bond issue providing for a new Hall of Justice, and actively supported its passage.

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This Grand Jury has made a preliminary inquiry to determine if there is some way to expedite the present schedule of four and one-half years for the building of the new Hall of Justice. We wish to recommend that the 1957 Grand Jury give consideration to this matter, as it would result in savings to the City.

Based on its findings during a thorough investigation, the Jury requested that the Municipal Court immediately terminate the separation of Women's Municipal Court 10-A and consolidate it with Municipal Court #10, at the Hall of Justice. This consolidation became effective in June, 1956, with a resultant annual saving to the San Francisco City and County taxpayers of \$60,000 to \$90,000.

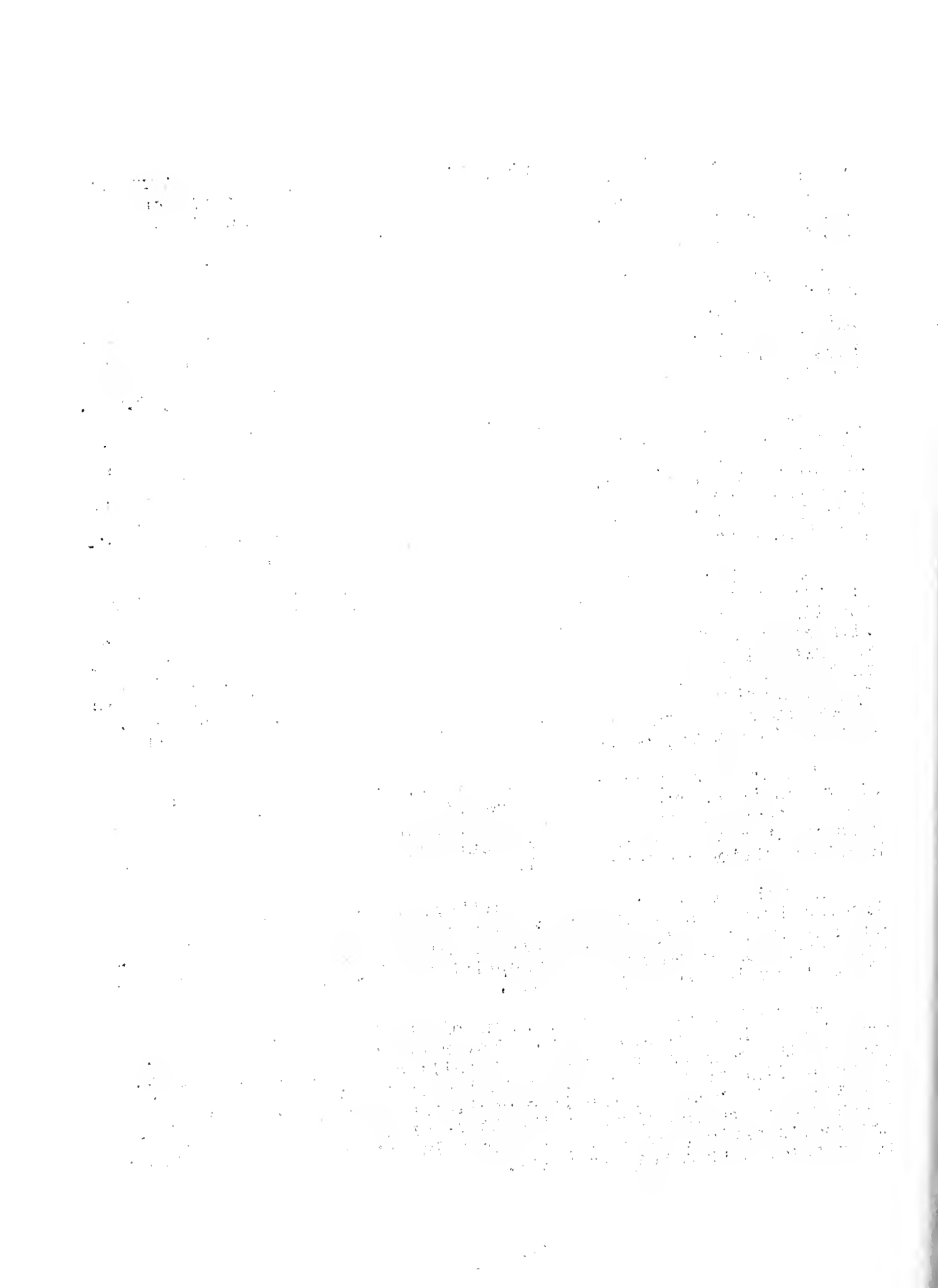
As a result of the inspection of the San Francisco International Airport in July, considered to be one of the most modern, if not the finest, in the Nation, the Jury became aware of the overcrowded conditions, and actively endorsed the passage of the bond issue presented in the November elections providing additional facilities to accommodate heavy air traffic and the anticipated increase to be brought about by jet aircraft.

A meeting with the Director of City Planning on the evening of July 16 did much to clarify the Director's duties and showed the limited scope of his powers, other than those which have to do with zoning. The conflict between the Board of Permit Appeals and the City Planning Commission also became quite evident. We feel that steps should be taken to provide the Planning Commission with more authority in regard to the control of new building permits. It was suggested that a charter amendment, broadening the Planning Director's powers, be enacted.

The Grand Jury conducted an investigation of the San Francisco Hospital, culminating in sweeping changes in the methods of apprehension and commitment procedures of the mentally ill, and a subsequent recommendation by the Jury that a Counselor of Mental Health position be established.

A visit to the companion facility, the Laguna Honda Home, disclosed that the residents were receiving what was considered a nominal amount of food for their evening meal. The Jury's recommendation for an emergency appropriation of \$60,000 for additional food was immediately effected.

Due to the controversial issue of the Freeway System in San Francisco, the Jury studied the Master Freeway Plan and its impact on the real estate assessment rolls of the City and County. We would like to call to the attention of the incoming Grand Jury, for its further study, the irreconcilable discrepancies given between the representatives of the State of California and the City Assessor's office, resulting in the value of the assessed property to be removed from the tax rolls.



The Grand Jury considered the matter of the redevelopment of the Produce Area, and recommended that the Produce Market be moved to a new location and the new area be redeveloped in order to broaden the tax base, so badly in need of enlargement.

The Grand Jury endorsed Proposition E, which was passed in the primary election in June, making it illegal for City officials to engage in outside activities incompatible with their work as elective executives.

A recommendation was made by the Grand Jury to the San Francisco Board of Supervisors for additional help for the Adult Probation Office, with the result that two employees were added to the overworked staff of that office.

Throughout the year the Grand Jury has watched with interest the operations relative to the selection and acquisition of a site for the North Beach Library. At a meeting in November, representatives of the Library Commission appeared before the Jury and advised us that by December 31 a site would be selected and would be in process of acquisition. This matter should be followed closely by the incoming Grand Jury, as the site selection has been overdue for many years.

A survey of the third and fourth floors of Polk Hall in the Civic Auditorium, containing some 22,000 square feet of unused office space, resulted in a recommendation to the Mayor, the Chief Administrative Officer, and the Board of Supervisors that immediate steps be taken to utilize this vacant space, making it available to any of the presently overcrowded City agencies.

During the tenure of their office, in pursuit of information concerning the numerous agencies of the City and County, the Jury as a body made investigative trips to the Log Cabin Ranch School for Boys, San Quentin Prison, the Hall of Justice, San Francisco International Airport, the Municipal Railway System, the San Francisco Water and Power installations, including Moccasin Power House, Cherry Valley, Hetch-Hetchy Dam and its watershed, San Francisco Hospital, Laguna Honda Home, Youth Guidance Center, and County Jails #2 and #4. In addition to these trips, the various committees called on and conferred with every department within the City and County of San Francisco in order to have a better understanding of the functioning of the City and County governmental bodies.

Regarding the criminal aspect of the Grand Jury's work this year, the District Attorney's office presented more than 150 cases, resulting in 137 indictments being returned.

1. The first part of the document is a list of the names of the persons who have been appointed to the various positions of the Board of Directors of the Corporation.

2. The second part of the document is a list of the names of the persons who have been appointed to the various positions of the Board of Directors of the Corporation.

3. The third part of the document is a list of the names of the persons who have been appointed to the various positions of the Board of Directors of the Corporation.

4. The fourth part of the document is a list of the names of the persons who have been appointed to the various positions of the Board of Directors of the Corporation.

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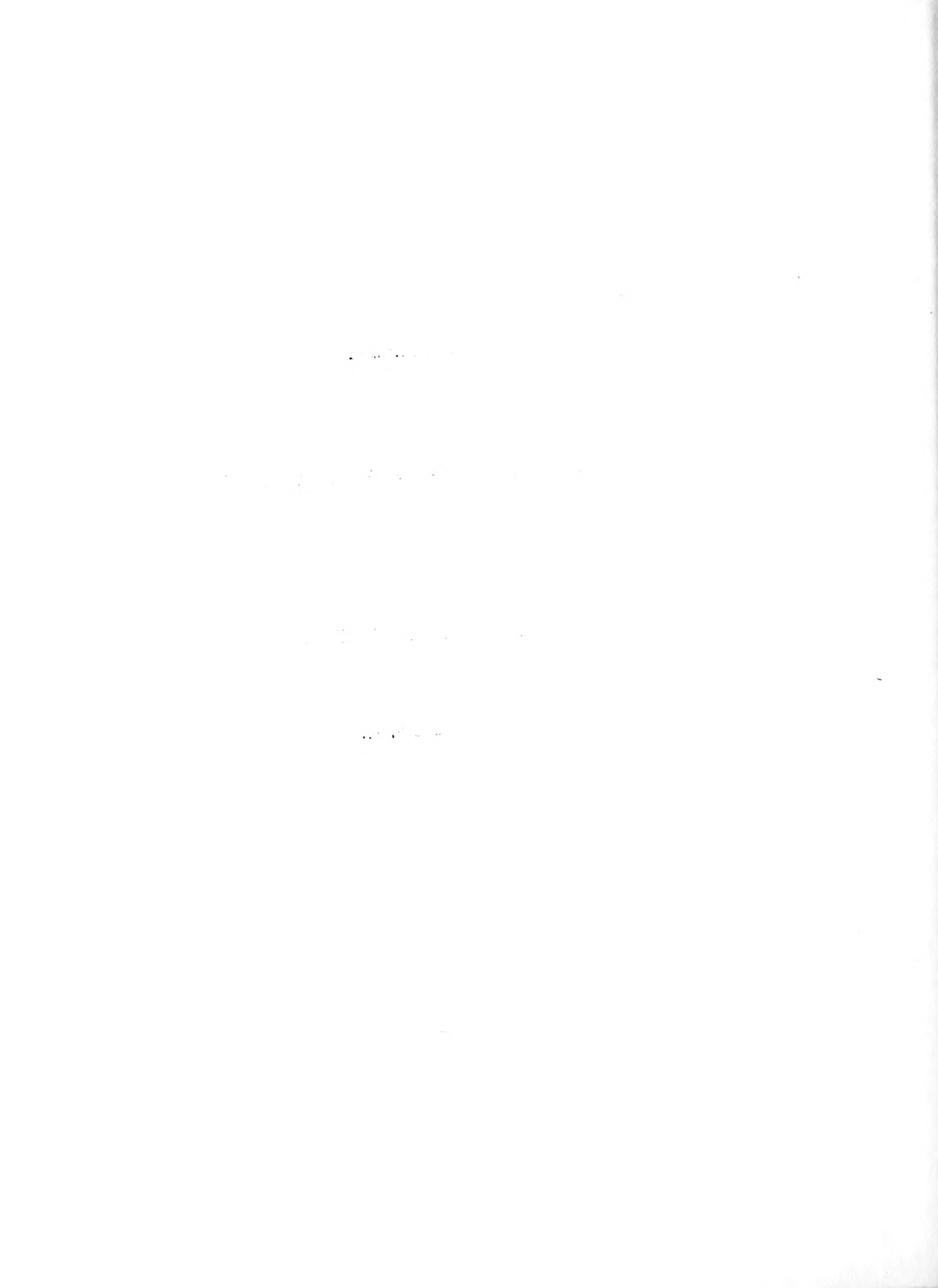
7. The seventh part of the document is a list of the names of the persons who have been appointed to the various positions of the Board of Directors of the Corporation.

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R E S O L U T I O N S

A D O P T E D

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WHEREAS, the Grand Jury Committee of the Department of Electricity has had several conferences with Mr. D. O. Townsend, Director of the Electricity Department; and

WHEREAS, he outlined the crowded conditions and needs of the Department and of its diversified locations and the necessity of consolidating all of its activities in one location; and

WHEREAS, to accomplish this consolidation he proposes a plant maintenance building and yard that will house all the Department functions, excepting the Central Fire Alarm System, on a block of land owned by the City bounded by Jerrold, Innes, Quint Streets and the Southern Pacific right of way; and

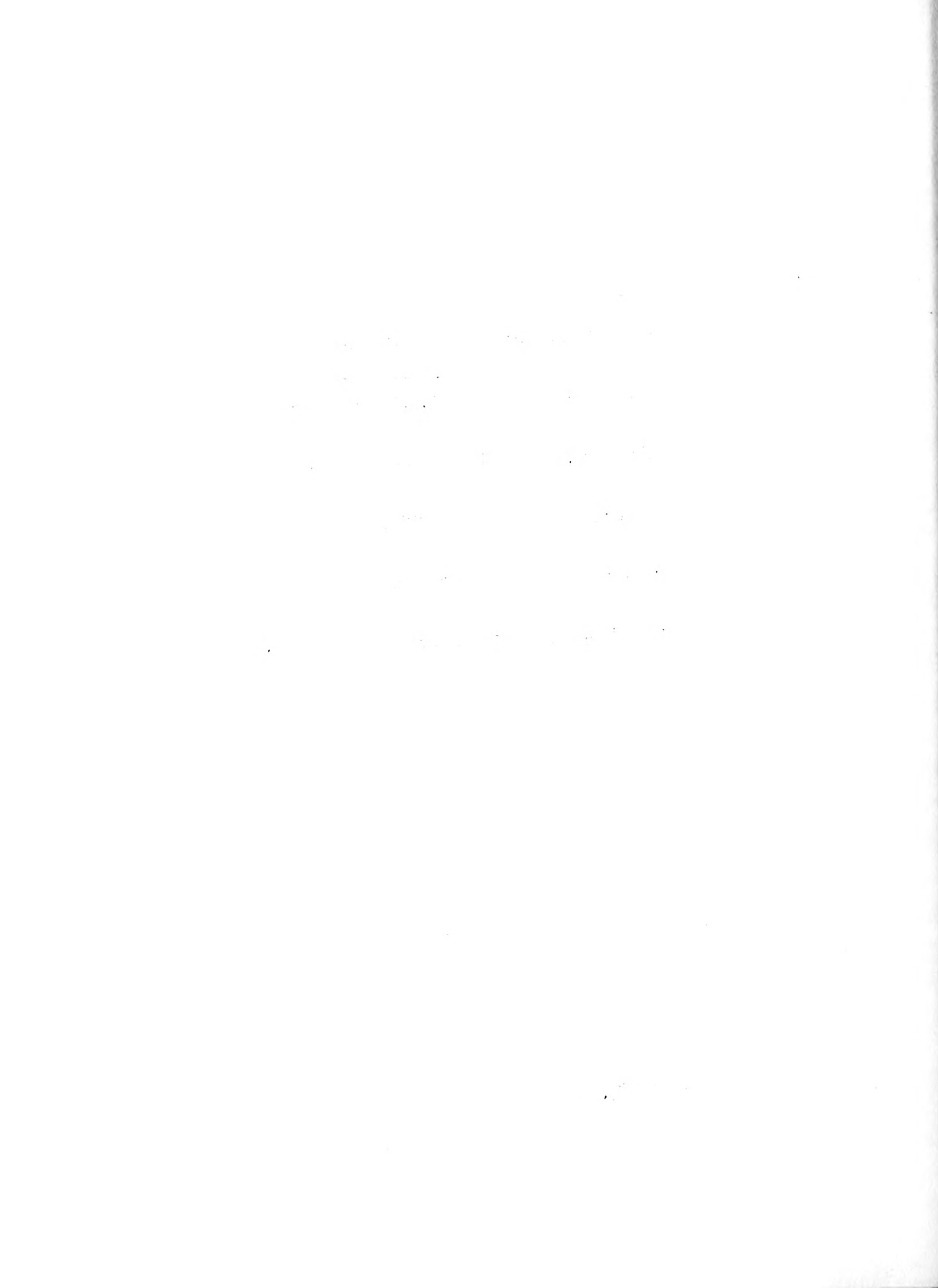
WHEREAS, the 1953, 1954 and 1955 Grand Juries have supported the budget items of the Department of Electricity, now, therefore, be it

RESOLVED, that the 1956 Grand Jury wholeheartedly does recommend to his Honor, Mayor George Christopher, and to the Board of Supervisors, that the above recommendation which is included in the Budget of the Department of Public Works, be approved as a must, and that steps be taken immediately after approval to commence building operations.

Dated: April 9, 1956.

The Grand Jury endorses and
supports the City Planning Com-
mission, the Mayor, and other
officials in their efforts to
relocate the Produce Market in
the interest of Civic improvement.

Dated: April 16, 1956.



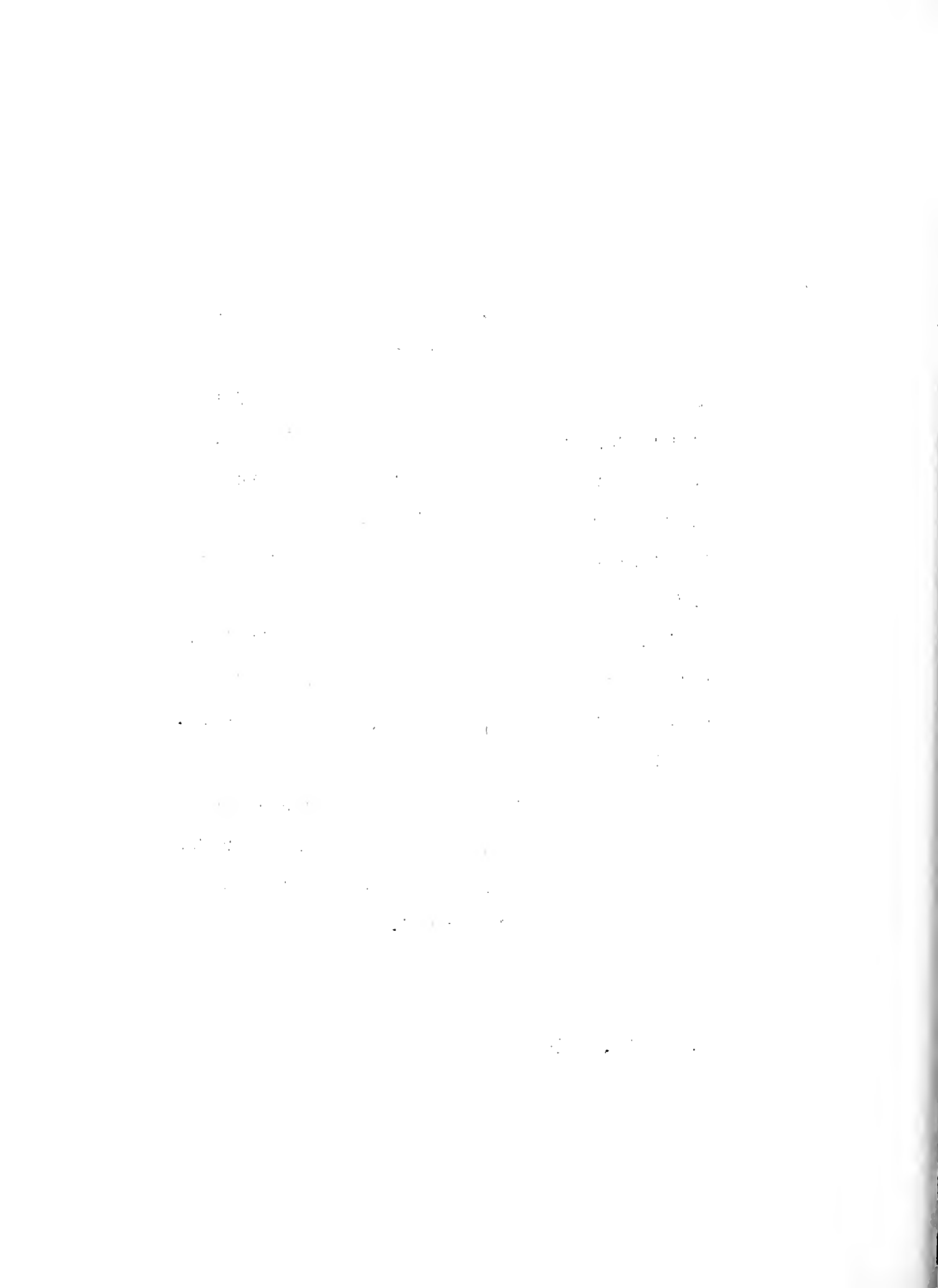
WHEREAS, the Grand Jury has studied the North Beach Library situation; and

WHEREAS, it has come to the attention of this Grand Jury that the Library Commission intends to again request the Recreation and Park Commission property for a site for the North Beach Library on the North Beach Playground; and

WHEREAS, the Recreation and Park Commission, after careful consideration, has previously declined to release its land, now, therefore, be it

RESOLVED, that the 1956 Grand Jury recommends that the Recreation and Park Commission refuse the Library Commission's request for land in the North Beach Playground.

Dated: July 23, 1956



WHEREAS, this Grand Jury this date has recommended to the Recreation and Park Commission that the request for land in the North Beach Playground for a Library site be disapproved, now, therefore, be it

RESOLVED, that the 1956 Grand Jury recommends to the Public Library Commission that in the interests of the citizens of San Francisco, it proceed with due diligence to acquire a site on other property, and expedite plans for completion of this important facility of which the citizens of North Beach are now being deprived.

Dated: July 23, 1956

WHEREAS, the 1956 Grand Jury of the City and County of San Francisco is aware that there presently is approximately 22,000 square feet of unproductive vacant space on the third and fourth floors of Polk Hall in the Civic Auditorium; and

WHEREAS, this is valuable usable space; and

WHEREAS, there is need for space to house City offices now operating under overcrowded and inefficient conditions, now, therefore, be it

RESOLVED, that the Chief Administrative Officer of the City and County of San Francisco take immediate steps to place this vacant space in productive use in his best judgment.

Dated: August 20, 1956

WHEREAS, The Grand Jury of the City and County of San Francisco has made an investigation of the food conditions at Laguna Honda Home; and

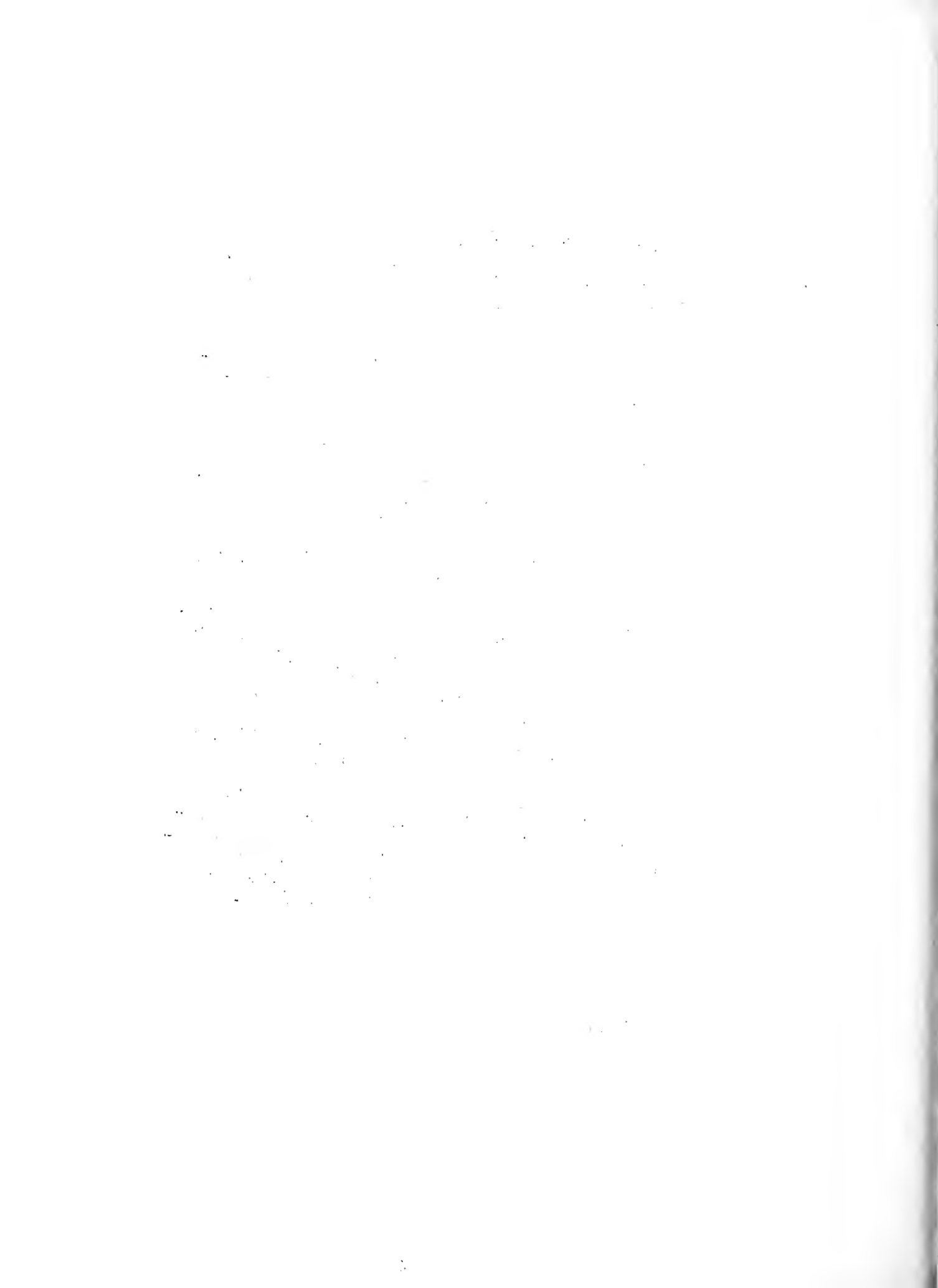
WHEREAS, It has been found that only two hot meals per day are served to the residents at that institution, causing dissatisfaction and unpleasant living; and

WHEREAS, The Chief Administrative Officer of the City and County of San Francisco has advised this Grand Jury that the reason for serving a cold evening meal is that additional payroll costs of approximately \$60,000.00 per year would be necessary to furnish a third hot meal each day, now, therefore, be it

RESOLVED: That the Grand Jury of the City and County of San Francisco recommends that the sum of approximately \$60,000.00 be included in the 1957-58 Budget of the City and County of San Francisco to cover the additional cost necessary to provide a third hot meal each day for the residents of Laguna Honda Home; and be it

FURTHER RESOLVED: That a copy of this resolution be sent to his Honor, the Mayor of San Francisco, to the Board of Supervisors of the City and County of San Francisco, and to the Chief Administrative Officer of the City and County of San Francisco.

Dated: September 24, 1956



WHEREAS the Grand Jury has investigated apprehension and commitment procedures for the mentally ill in the City and County of San Francisco; and

WHEREAS the recommendations herein set forth are in keeping with sound medical and judicial procedure for care of the mentally ill, their feasibility having been established through consultation with the heads of the City departments concerned, the following changes are recommended:

1. That the present practice of apprehension of the mentally ill by uniformed police officers in police vehicles be discontinued; that apprehension of the mentally ill be handled in City ambulances with plain clothes police officers accompanying such vehicles.

2. That the signing of orders for detention be removed from the jurisdiction of the County Clerk and placed under the jurisdiction of the District Attorney's office.

3. That the Board of Medical Examiners be entirely composed of psychiatrists; that efforts be made to substitute the employment of two (2) full-time psychiatrists for the four (4) part-time physicians, and that their services be made available to the Public Health Officer. This will substantially improve the psychiatric service to the Superior Court and the City and County Hospital.

4. That the present Health and Welfare codes be amended to enable apprehension of mentally ill persons by authorized representatives of the Public Health Officer.

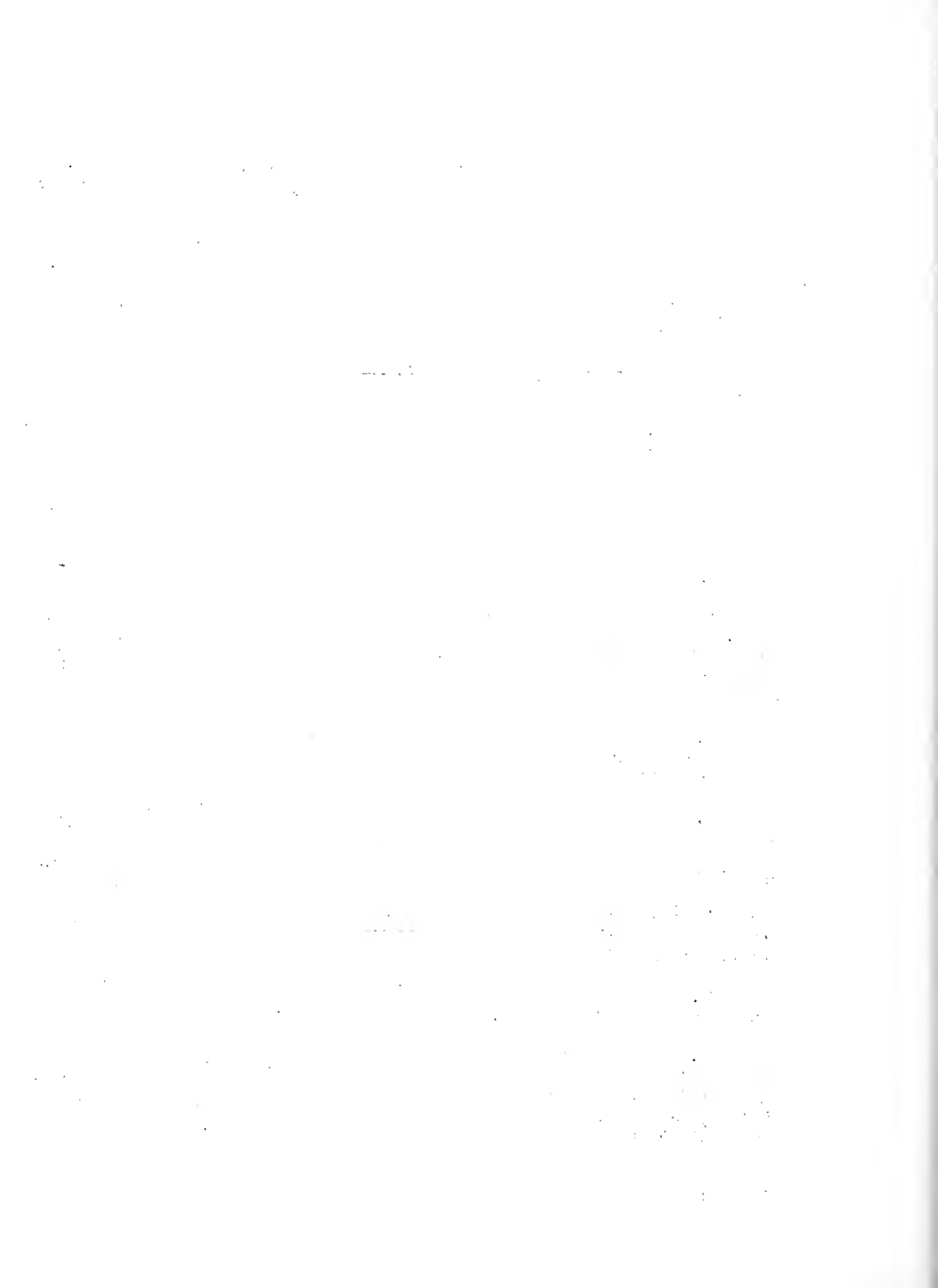
5. That the Board of Supervisors be requested to consider the establishment of the office of Counselor of Mental Health.

It is recommended that study be given to establishing the qualifications and jurisdiction of this office by a joint committee appointed by the San Francisco Bar Association, the San Francisco County Medical Society, the Northern California Psychiatric Association, and a representative of the Presiding Judge of the Superior Court.

6. That a longer term assignment be established for the judge presiding in the Psychopathic Court.

7. That a copy of these recommendations be sent to his Honor, the Mayor, to the Board of Supervisors, to the Chief Administrative Officer, to the Presiding Judge of the Superior Court, to the judge presiding in the Psychopathic Department of that Court, and to the Public Health Officer.

Dated: October 8, 1956



WHEREAS, the 1956 Grand Jury of the City and County of San Francisco has had presented to it evidence of traffic in contraband narcotics within its jurisdiction, involving as its victims both adults and minors; and

WHEREAS, deaths of two residents of the City and County of San Francisco have occurred within the past sixty days as a direct result of intravenous injection of heroin; and

WHEREAS, the Legislature of the State of California, in regular session during the year 1951 added Section 11714 to the State Narcotic Act, Div. 10, Health and Safety Code, providing a minimum penalty of five years in the state prison for "Every person who hires, employs, or uses a minor in unlawfully transporting, carrying, selling, giving away, preparing for sale or peddling any narcotic, or who unlawfully sells, furnishes, administers, gives, or offers to sell, furnish, administer, or give, any narcotic to a minor, . . ."; and

WHEREAS, Section 11715.6 of the State Narcotic Act, Div. 10, Health and Safety Code, did provide during said year of 1951 that: "In no case shall any person convicted of violating Sections 11712, 11713, 11714, 11715, or of committing any offense referred to in those sections be granted probation by the trial court, nor shall the execution of the sentence imposed upon such person be suspended by the Court"; and

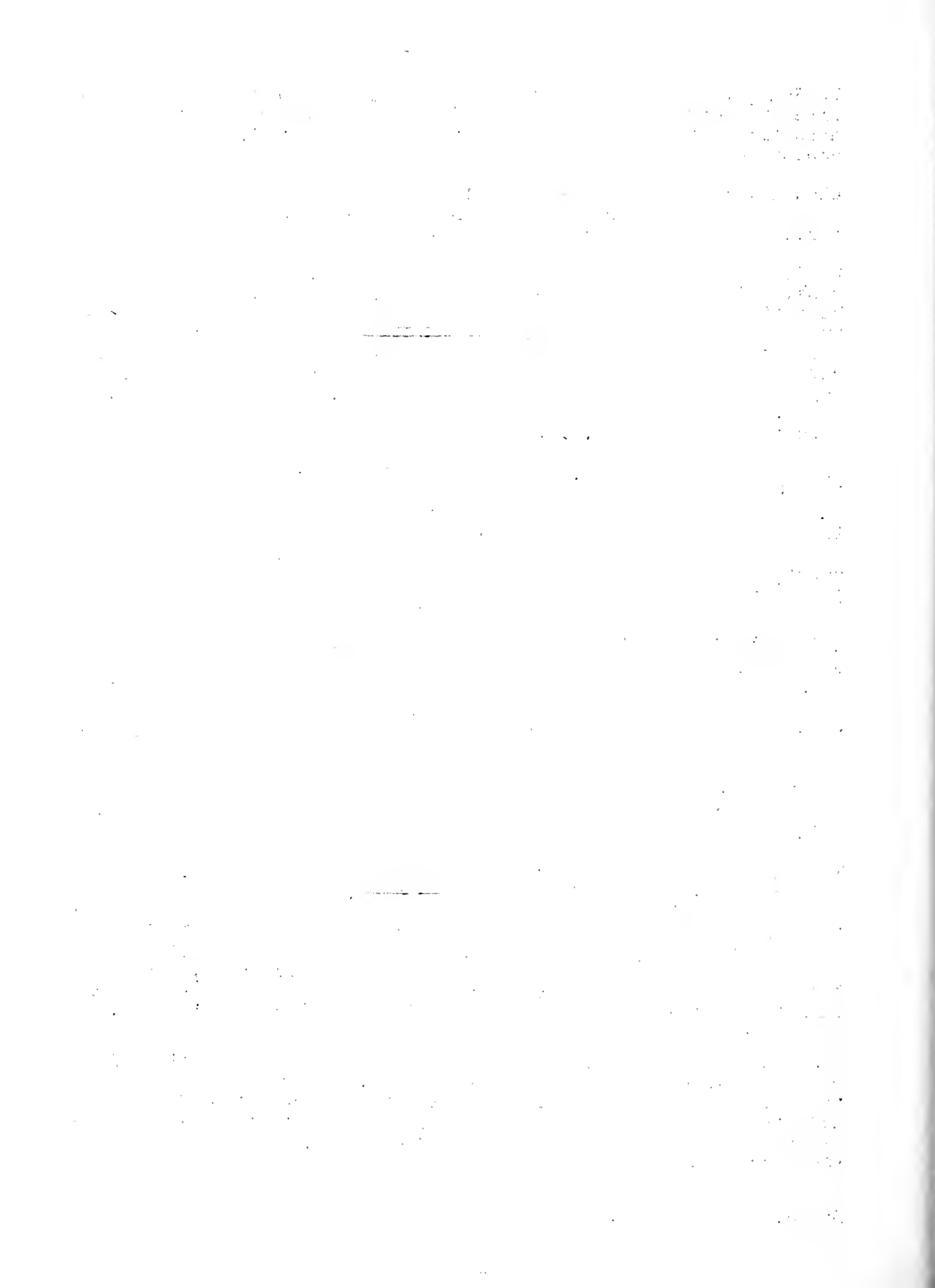
WHEREAS, the Legislature of the State of California, in regular session during the year 1953 amended said Section 11715.6 of the State Narcotic Act by providing for the granting of probation, or suspension of sentence by the trial court for all violators of said sections of said Act not previously convicted of any offenses described in Div. 10, Health and Safety Code (including Sec. 11501, added to the said Act by the 1953 Legislature); and

WHEREAS, the Legislature in regular session during the year 1955 permitted said Section 11715.6 of the State Narcotic Act to remain in full force and effect; and

WHEREAS, it is the consensus of this Grand Jury, as well as its firm conviction, that Sections 11714 and 11715.6 of the State Narcotic Act, Div. 10, Health and Safety Code, should be restored to their legislative meaning and purpose as enacted in 1951, to the end that the people of the State of California, particularly minors who are found within the confines of this State, receive the greatest possible protection against that segment of the criminal fraternity engaged in the illicit narcotics traffic, now, therefore, be it

RESOLVED: That the 1957 Legislature of the State of California be memorialized to enact appropriate legislation to the end that the provisions of Secs. 11714 and 11715.6 of the State Narcotic Act (including the added Section 11501), be strengthened and reinvigorated by restoring said sections of said Act to the position they occupied in 1951.

Dated: November 26, 1956



WHEREAS, the 1956 Grand Jury is of the opinion that an eleven-member commission is of a size to be unwieldy; and

WHEREAS, the meetings of the Library Commission are presently scheduled for one meeting each month, and this of necessity slows the speed of accomplishment, now, therefore, be it

RESOLVED, that this 1956 Grand Jury hereby requests that the Honorable Board of Supervisors take immediate steps to formulate a charter amendment to be presented to the voters at the next regular or the next special election, whichever shall come first, which will provide for a Library Commission of five members, one of whom shall be a member of the Planning Commission; and which will provide that the Commission will meet not less than twice each month, without compensation; and which will provide other changes appropriate to achieve these provisions and bring the Charter up to date.

Dated: December 3, 1956

WHEREAS, When and if the new zoning ordinance is adopted, appeals from the decisions of the City Planning Commission which now are taken to the Board of Supervisors, will be heard by the Board of Permit Appeals; and

WHEREAS, In the opinion of this Grand Jury variations from the established zoning requirements which are refused by the Planning Commission should not be easily reversed, now, therefore, be it

RESOLVED: That such appeals from the Planning Commission's decisions refusing variations from the zoning requirements should be taken direct to the Superior Court, and not to the Board of Permit Appeals; and be it

FURTHER RESOLVED: That this Grand Jury recommends to the 1957 Grand Jury of the City and County of San Francisco that special attention be given to this problem.

Dated: December 10, 1956

MAYOR

The mayor, like any head of a government, whether national, state or local, is pretty much in the public eye, and one either agrees with him or he doesn't. He is known not only by his own accomplishments, but also by the accomplishments of the commissions and others he appoints to head the various departments and boards of the city administration.

Mayor Christopher took office at about the same time as this Grand Jury. He has revitalized and speeded up operations of some of the city departments which had fallen into a state of lethargy. Other Grand Jury reports will show that he has been successful in improving at least some of the important departments and services of our city government.

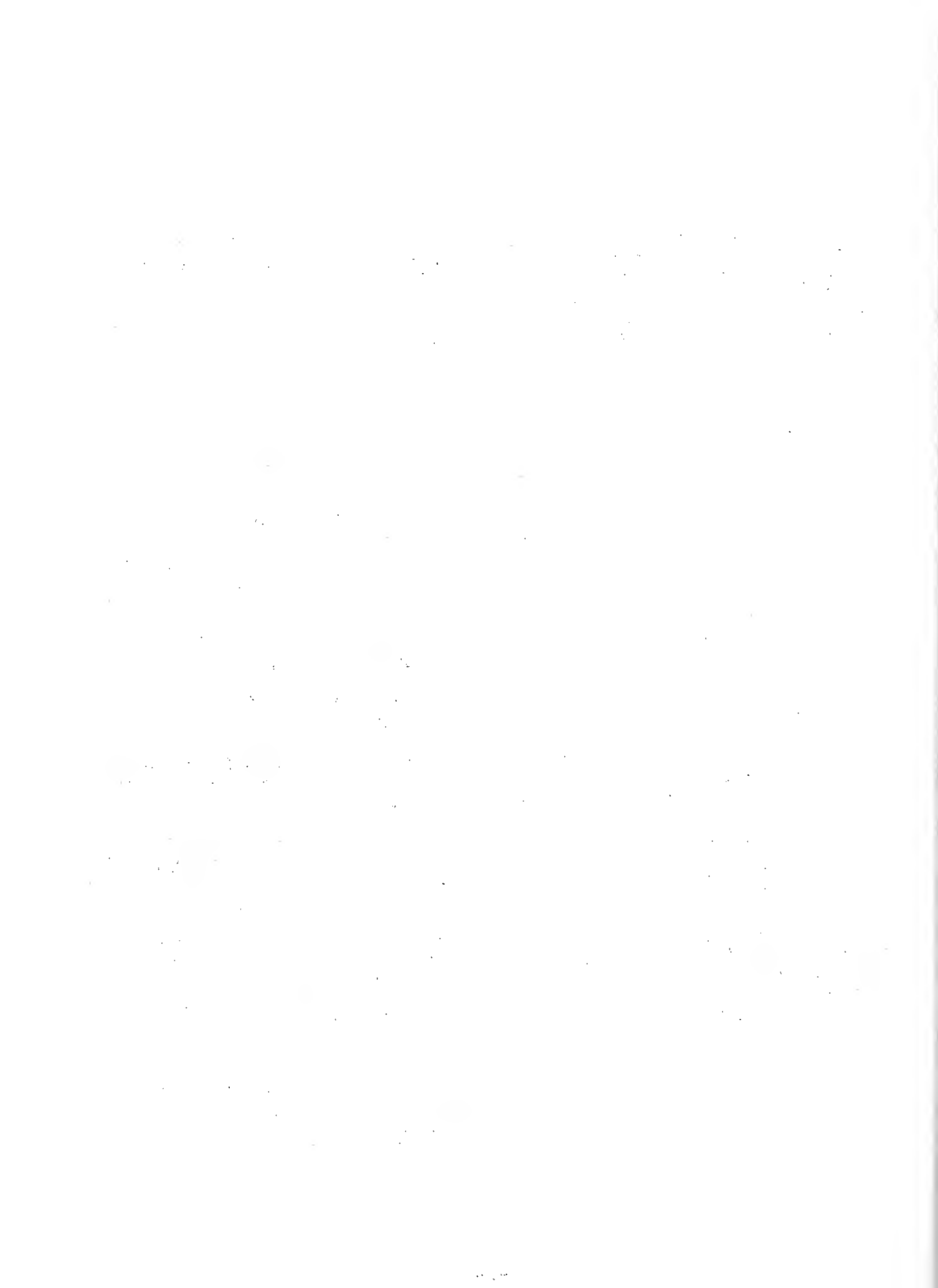
Since Mayor Christopher has taken office, outstanding among his accomplishments is the fact that three rather large and important bond issues have been accepted by the voters by very comfortable margins; namely, the Hall of Justice bonds for \$20 million; the school bonds for \$27 million; and the airport bonds for \$25 million. No bond issue has been turned down by the voters. This in itself shows the confidence which the Mayor has inspired in the citizens of San Francisco in his one year in office.

The entire Grand Jury agrees that Mayor Christopher has been scrupulously honest, that he has given long hours to his job in a businesslike manner, and that his decisions have at all times been dictated by his unselfish judgment as in the best interests of San Francisco. We feel that with the experience he is accumulating he will continue to be a successful mayor.

The Mayor's office employs a staff of 23 people. Three of these, the executive administrator, confidential secretary, and stenographic secretary, are appointed. The remaining twenty, headed by the administrative assistant, are selected through civil service.

This staff has not been increased for the last seven years, which is a good measure of its efficiency. Whether or not it is adequate is best judged by the Mayor himself, and since he has not asked the Grand Jury for its assistance, it is to be assumed that, for the time being at least, his staff is adequate.

CHARLES FLEISCHMAN, Chairman
(MRS.) MARION EVERS
BENJAMIN MODGLIN



SUPERIOR AND MUNICIPAL COURTS: ADULT PROBATION

Adult Probation Department

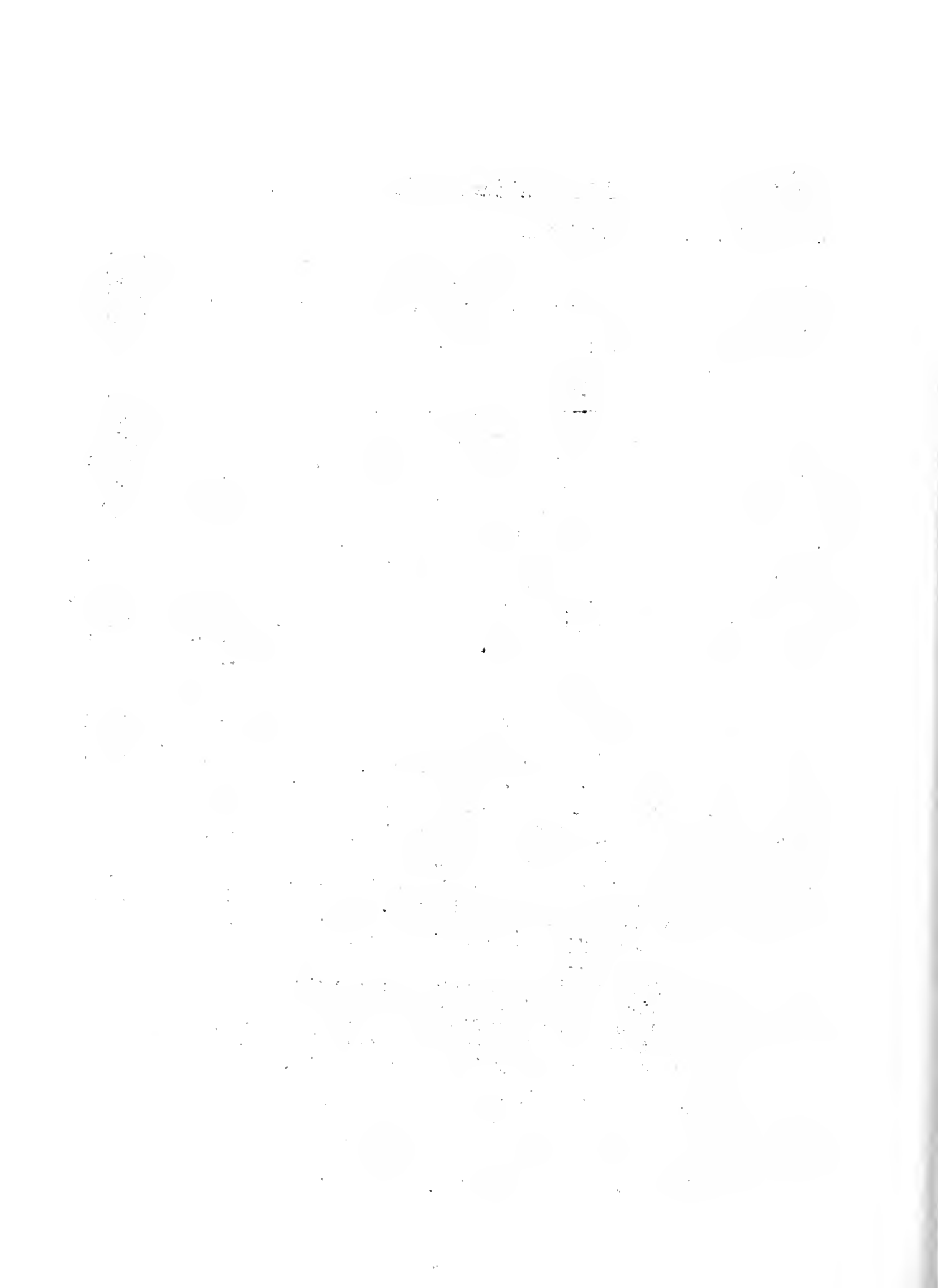
Early in its term, the Committee recognized that the Adult Probation Department was attempting a herculean task without the personnel to accomplish it. In a field which holds the greatest hope for correction, the San Francisco Adult Probation Department was found to be operating under an unsurmountable manpower shortage.

Only through the loyalty of the staff and its willingness to assume responsibilities far heavier than those which were normally expected, and through the efficient and capable management of this department by its chief, Mr. John D. Kavanaugh has this department been able to cope with its problems. After its first visit to the installation at 604 Montgomery Street, the Committee recommended, and the Grand Jury resolved, that the shortage of probation officers be called to the attention of the Mayor and the Board of Supervisors. It was recommended that a minimum of two additional probation officers be added to the staff immediately. The Chief Probation Officer had requested ten additional probation officers in the 1955-56 budget, and finally the two were allowed. These two officers now assist in handling the heavy caseload of the Municipal Courts.

The City and County of San Francisco presently has 20 probation officers and 8 stenographers to handle a caseload of 3656 probationers and prepare 4562 investigations per year, an average caseload of 183 per officer. The money collections made by the Adult Probation Department on court orders have risen 56% since 1950. The National Probation and Parole Association recommends a caseload of 75 probationers per parole officer. In a 1950 special report by the National Probation and Parole Association, it was recommended that the San Francisco Department have 32 probation officers by 1953 to service the predicted number of probationers. Today the caseload has increased 1000 probationers per year, or 33% above 1950; yet the staff has been increased by only 8 probation officers.

An insufficient number of supervisors has brought about "arm chair" supervision, with no provision for home supervision but a central office type of operation. This is one of the most regrettable but inevitable omissions resulting from such a numerically inadequate staff.

Another distressing aspect of this personnel shortage is that judges of the municipal and superior courts have had no alternative in some instances but to relegate to jail persons eligible for probation had there been adequate supervision available. These jurists, both in the press and otherwise,



(Adult Probation Department - continued)

have emphasized frequently the unfortunate and frequently inequitable consequences arising from the insufficient number of probation officers.

Alcoholics whom the courts place on probation become the responsibility of the Adult Probation Department. If suitable supervision were possible, this department could be of inestimable value in the rehabilitation of such persons. Experience has shown probation to be considerably more effective in most cases than jail terms, and much public attention has been focused on the desirability of such handling as opposed to the largely futile practice of imposing jail sentences. Steps have been taken by a committee, appointed by the Mayor, to alleviate an emergency situation in the disposition of alcoholic cases. In late October this committee recommended that four additional probation officers be added to the present staff. Chief functions of this augmented staff would consist of preparing case histories to assist judges in determining terms of probation. Such reports would include evaluation of rehabilitation possibilities in each case. These probation officers would provide guidance, counselling and supervision for alcoholics during probationary periods. Adoption of this recommendation by the Board of Supervisors would result in much tangible benefit for the community.

The Committee played a prominent part in the investigation conducted jointly by it and other Grand Jury committees on the operation of Women's Court, 10A. The result was the elimination of this facility, which initially had been established during war time to separate the novice offender from the veteran violator. The cost of continuing such a needless operation, with a caseload of 2 or 3 cases per day, was excessive and obviously unnecessary in peace time. Most of the women brought before that court were professionals with prior records. It proved no additional burden for the Women's Court at the Hall of Justice to handle these few additional cases on its calendar and for the City Jail at the Hall of Justice to accommodate those arrested.

The estimated saving to the city through the elimination of the Women's Court 10A was between \$60,000 and \$90,000 per year.

The two probation officers with separate offices at 101 Grove Street who formerly investigated women violators were subsequently assigned to augment the very small staff at Adult Probation headquarters.

CONFIDENTIAL 100-100000-100000

TO: DIRECTOR, FBI
FROM: SAC, NEW YORK
SUBJECT: [Illegible]

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Municipal Court

The Committee was extremely pleased with the situation that it found in the Municipal Court. Through the outstanding leadership of Presiding Judge Clayton W. Horn, and the capable supervision of Clerk and Secretary, Ivan Slavich, the business of this department has been handled in excellent fashion.

Superior Court

The able leadership of Presiding Judge Twain Michelsen has resulted in maximum efficiency in handling the tremendous caseload in the city. However, the judges of the Superior Court continue to operate under trying conditions. The Superior Courts of this city are continuously busy, and it is a tribute to the judges on the bench that the procedures are correctly and smoothly completed.

The Superior Courts are planning to employ the system of pre-trial procedure, commencing in 1957. Adoption of this procedure will result in elimination of many criticisms of our present court system. The great and ultimate objective of the pre-trial handling is to determine what issues are in fundamental dispute and to prepare the trial judge and counsel on each side for the best possible trial. It enables the judge to see to it that neither surprise nor technicality win the battle.

Pre-trial is valuable to the Trial Judge. It helps him to do a better job. Instead of going into the case without familiarization, he will have a thorough working knowledge of what the case is about and the bedrock issues involved.

Pre-trial is valuable to Jurors. The pre-trial is helpful in stripping the case to its essentials, which will do much to curtail recesses and other delays. If earlier settlement of cases is encouraged, the jurors will not be faced so often with the frustrating experience of the case being settled after their appearance in court.

Pre-trial is valuable to Witnesses. It will reduce the practice of bringing witnesses to court whose testimony is not used. Pre-trial agreement will eliminate the need for many witnesses.

Pre-trial is valuable to Litigants, because it saves them expense by elimination of assembling proof of features of the case that will not be in controversy at the trial. Shortening the trial saves legal fees and litigants' time.

(Superior Court - continued)

Pre-trial is valuable to Lawyers in the same way as that of other trial participants, with the added advantage of the lawyer making a more effective showing in a trial, thus achieving better results for his client, with less burdensome work and anxiety.

It is the Grand Jury's opinion that instituting pre-trial procedures will bring many advantages to the City and County of San Francisco. The calendar will be speeded up and much extraneous preparation and trial procedure will be avoided. The judges of the Superior Court are to be complimented for their support of this substantial improvement of judicial procedure.

The Superior Court Committee, as one of its major projects of the year, cooperated with the Health Department Committee in a study of the handling of the mentally ill in the City and County of San Francisco. Through the work of the two committees, the Grand Jury adopted a resolution recommending major changes in the organization and operation of the present systems for handling the mentally ill. It was resolved:

1. That the present practice of apprehension of the mentally ill by uniformed police officers in police vehicles be discontinued; that apprehension of the mentally ill be handled in City ambulances with plain clothes police officers accompanying such vehicles.

2. That the signing of orders for detention be removed from the jurisdiction of the County Clerk and placed under the jurisdiction of the District Attorney's office.

3. That the Medical Examining Board be entirely composed of psychiatrists; that efforts be made to substitute the employment of two (2) full-time psychiatrists for the four part-time physicians, and that their services be made available to the Public Health Officer. This will substantially improve the psychiatric service to the Superior Court and the City and County Hospital.

4. That the present Health and Welfare Code be amended to enable apprehension of mentally ill persons by authorized representatives of the Public Health Officer.

5. That the Board of Supervisors be requested to consider the establishment of the office of Counselor of Mental Health.

It is recommended that study be given to establishing the qualifications and jurisdiction of this office by a joint

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(Superior Court - continued)

committee appointed by the San Francisco Bar Association, the San Francisco County Medical Society, the Northern California Psychiatric Association, and a representative of the Presiding Judge of the Superior Court.

6. That a copy of these recommendations be sent to his Honor, the Mayor, the Board of Supervisors, the Chief Administrative Officer, the Presiding Judge of the Superior Court, the Judge of the Psychopathic Court, and the Public Health Officer.

With the cooperation of the press, the method of apprehension by uniformed police officers has been changed and the mentally ill are now taken into custody by plain clothes officers accompanying an ambulance.

As a result of this Grand Jury investigation, early in 1957 the district attorney's office will assume the function of signing orders for detention. The county clerk's office has heretofore signed these orders.

The other recommended changes are being considered by the appropriate departments.

It is the recommendation of this Committee that the 1957 Grand Jury continue its interest in the direction of this resolution. Followup of the recommendations made by the 1956 Grand Jury will result in a more efficient, intelligent, and understanding approach to this major problem.

This Committee wishes to compliment Judge John B. Molinari, Judge of the Psychopathic Court, for his outstanding efforts in behalf of the mentally ill. His cooperation with this committee has enabled the Grand Jury to make a major step forward. Dr. Ellis Sox of the Department of Public Health is endeavoring in every possible way to effect better treatment for the mentally ill at the city and county level. We acknowledge with thanks the fine assistance of Dr. Sox.

WALTER S. NEWMAN, Chairman
JOHN THOMAS
FRED CASASSA

FIRE DEPARTMENT; DEPARTMENT OF ELECTRICITY

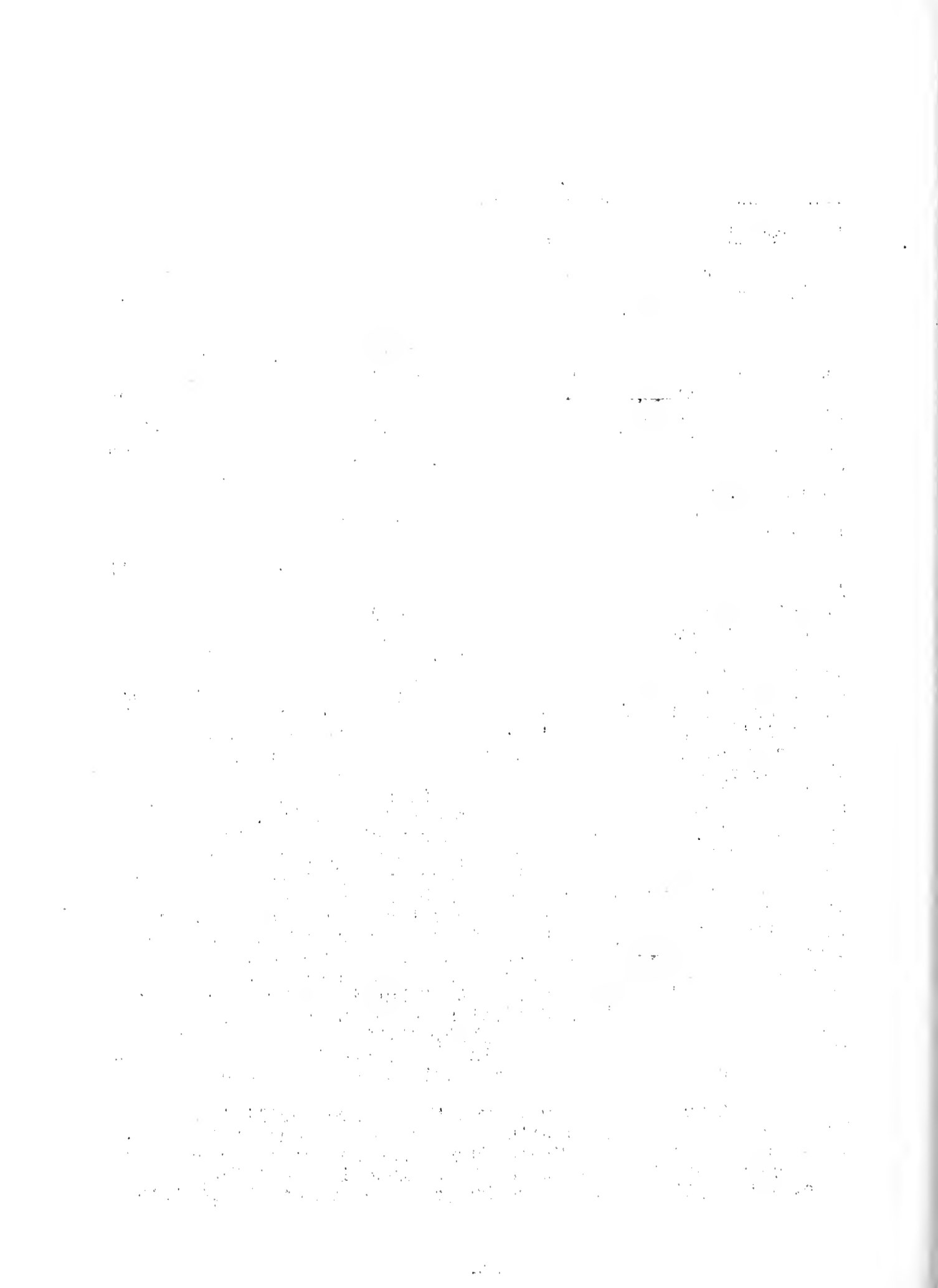
Department of Electricity

Your Committee on the Department of Electricity has had several conferences with the Chief of the Department, Mr. Donald O. Townsend.

The Department's Plant Yard is located at 264 Golden Gate Avenue on school department property which was acquired as a temporary site about 1914 or 1915. This property has long since been inadequate to efficiently serve their needs due to normal expansion in the Fire and Police Communications, Radio and Traffic Signal System, and the added responsibility placed upon them for maintaining the City's Parking Meter System aggregating 12,500 meters. The Traffic Signal System and the Radio programs call for considerable expansion in the immediate future.

At the present time, they are augmenting their facilities by the use of abandoned Fire Department property located at 462 Duboce Avenue. This property has been condemned and the Fire Department has recommended that the building be torn down and the lot cleared of all rubbish. They are also using all available space in the basement of their Central Fire Alarm Station to accommodate part of their Traffic Signal maintenance work, a highly undesirable situation from the standpoint of efficiency. The Administrative Office is located in the temporary building at 45 Hyde Street under the jurisdiction of the Library Commission and is also inadequate for their requirements, making it necessary that their office personnel be split between 45 Hyde Street and 264 Golden Gate Avenue. In addition to the vehicles of other departments visiting the Yard daily for the purpose of radio service, when the Police Radio program is completed there will be in excess of 425 City-owned vehicles equipped with radio, and more will be so equipped in the immediate future. This Department operates 33 cars and trucks in its daily maintenance work and in the course of future expansion additional vehicles will be necessarily added. Should various proposed expenditures be made in accordance with reports submitted by the Department of Public Works to correct hazardous and structural conditions evident in the property at 264 Golden Gate Avenue alone, \$170,000.00 would be required for this purpose. This would in no way provide the needed expansion for concentration of operations for efficiency sake.

Your committee reviewed the entire facilities of the Department and concurred with the recommendations of the previous committees of the Grand Jury. The Department requested the Department of Public Works to include in the 1956-57 budget under the Capital Expenditure Program the sum of \$796,000.00

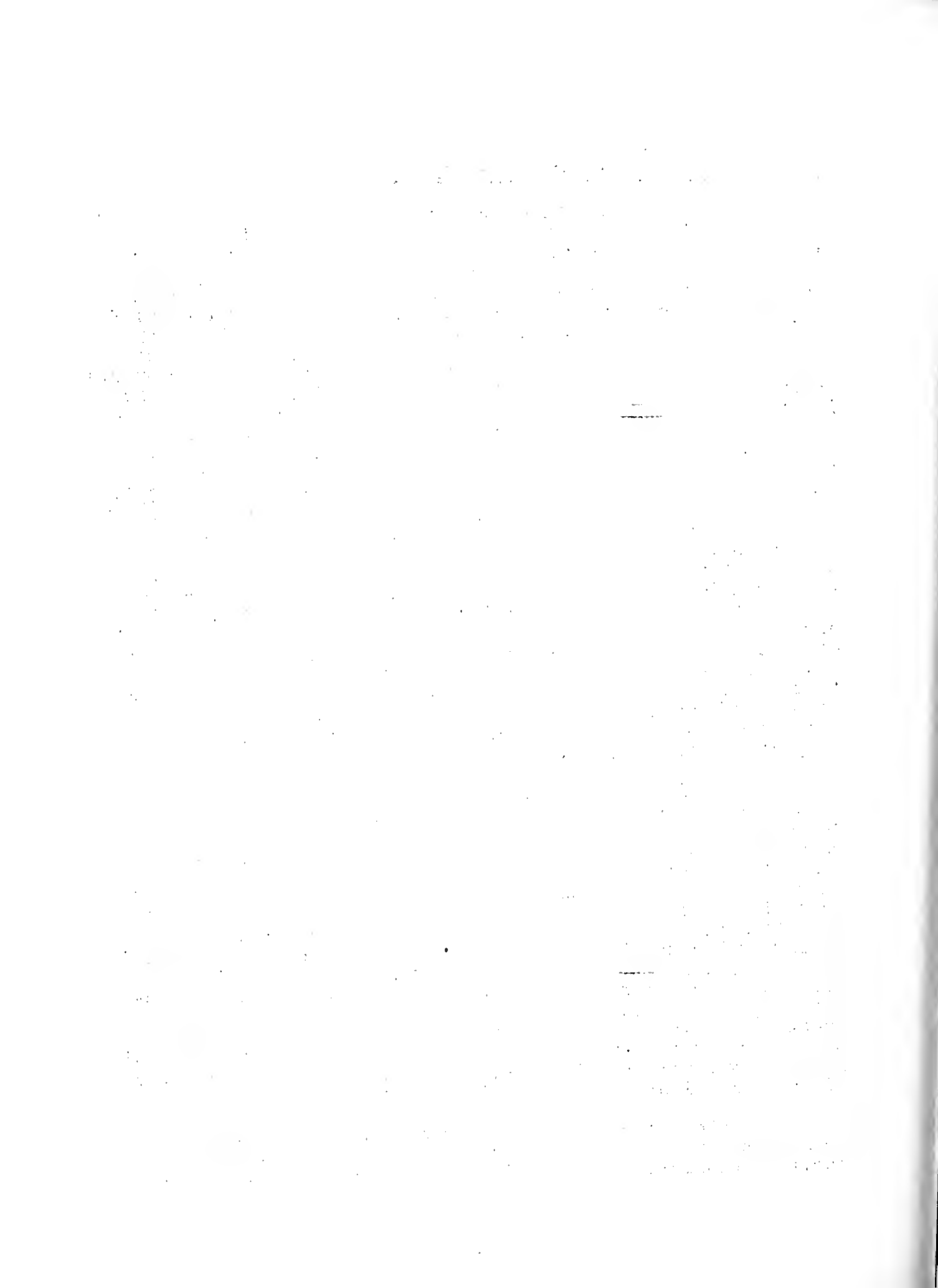


(Department of Electricity. continued)

(based on Department of Public Works estimates) for a complete new Plant Maintenance Yard Facility, including Administrative offices. Of this amount \$556,000 would come from the General Fund and \$240,000 would come from the Special Road Improvement Fund due to the Department's function of operating and maintaining traffic signals. This item was approved by the Chief Administrative Officer, Mr. T. A. Brooks and was deleted by the Mayor, Hon. George Christopher. Your Committee contacted those concerned, with the view to restoring the budget requests in full or in part in order that some relief might be forthcoming to the Department of Electricity at the earliest possible date. The Board of Supervisors was very cooperative in the matter and an attempt was made to restore sufficient funds to provide approximately 50% of the project. However, it was felt that this amount was more than could be restored in the 1956-57 budget due to the already heavy budget estimates involved. The Department has had considerable expansion in recent years and is continuing to expand due to the growth of the City and the consequent additional services required of the Department. After considering all of the factors involved and the recommendations in previous Grand Jury reports since 1954, it is our opinion that this project should be realized at the earliest possible date and accordingly it is the recommendation of your Committee that the 1957 Grand Jury Committee be assigned to meet with the Chief of the Department of Electricity prior to budget hearings with the view of following through with the recommendation of the Grand Jury committees since 1954 with respect to this project.

It is further recommended that consideration be given to a Charter amendment which would change the name of this Department from the Department of Electricity to the Department of Communications and that the Department be made responsible for the communications of all City departments in a similar manner to the provisions under which the Department of Public Works is now responsible for the building maintenance of all departments. The Department of Electricity's prime function is now public safety communications in one form or another, it being wholly responsible, under the Charter, for Police and Fire communications. The present title, Department of Electricity, is misleading and is not descriptive of the true functions of the Department as they exist today. We believe that a change of title and the added responsibilities, as outlined above, will result in economy and increased efficiency of the communications of all City departments.

The Department of Electricity is most anxious to bring both of the following projects to completion at the earliest possible date in order that the Police Department may



(Department of Electricity - continued)

have the much needed radio communications system, and also to keep a commitment with the Federal Communications Commission to abandon the frequencies now occupied by the obsolete Police radio system.

1. Department of Electricity Central Radio Facility, Twin Peaks

\$152,000 was appropriated for this facility in the 1955-56 Department of Public Works budget. \$100,000 had been previously appropriated for the use of the Department of Public Works for constructing an observation plaza on the site of the proposed radio station. The two projects were consolidated, plans and specifications were completed, and bids called for in June, 1956. The bids received were in excess of the Department of Public Works Bureau of Engineering estimates and all bids were rejected. Plans and specifications were reviewed due to revised costs and a supplementary appropriation was prepared in the amount of \$143,000 for completing the joint project. This request is now being processed on its way to the Board of Supervisors for consideration. Funds should be provided without delay for the completion of this project, inasmuch as the installation of the highly important Police radio communications system cannot be completed until housing is provided for the base station facilities. Improvement in the efficiency of other city-owned radio systems is also contingent on the completion of this project.

2. Complete New Police Radio Communications System

\$230,938 was appropriated in the 1955-56 budget for the installation of a complete new Police radio system. Plans and specifications for this project were completed by the Department of Electricity in May, 1956. However, bids could not be called for and contracts let until something definite could be assured as to the completion date of the central radio station. As soon as contracts are awarded for the radio station, the Department of Electricity intends to call for bids for the Police radio system, timing the completion of the radio installation with the completion of the Central Radio Station.

The Committee finds that the Chief of the Department, Donald O. Townsend, is outstanding in leadership, experience, and progressiveness, and that he maintains a very high morale and degree of efficiency among his staff. Under the able direction of Chief Townsend, this department is doing excellent work in spite of the crowded conditions of the Department.

SYLVAN C. SPENCER, Chairman
RAY E. ALDERMAN
. ABRAM S. JAFFE

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POLICE DEPARTMENT: CORONER

Police Department

Dating from February, 1956, when the new Police Commission and Chief Ahern took office, a sweeping reorganization in the Police Department has achieved the morale boost and increased efficiency which the Commission and Chief Ahern had promised. This proud, new look of the Department has resulted from a series of rapid personnel and policy changes effected by Commissioners Harold McKinnon, Thomas Mellon, and Paul Bissinger, Chief Ahern, Deputy Chief Thomas Cahill, and their top aides. Many of the reforms instituted will have an enduring beneficial effect on the Department.

Inasmuch as Mayor George Christopher is, in the end, responsible for the effectiveness of the Police Department, he should be complimented for his wise selection of commissioners and the absence of politics hindering them in the execution of their responsibilities.

A recapitulation of some of these major reforms follows. That these reforms were conceived and effected within a period of months offers testimony to the fresh, new life breathed into the Department, and to the zeal and effectiveness of the new organization.

Personnel

Supervisory personnel are now subject to stricter supervision. A shakeup, beginning in the uniformed ranks early in the year, culminated in the reorganization of the Inspectors' Bureau in October. Tighter discipline and increased efficiency have resulted. The new policy instituted by Chief Ahern, which stresses advancement on a merit basis rather than through favoritism and/or politics has brought an enormous boost in morale to uniformed personnel.

Chief Ahern called for the vigorous reorganization of the Inspectors' Bureau. Following the transfers of the chief of inspectors, the heads of the fraud, burglary and pawnshop details, and twenty-seven men, Daniel McKlem was appointed the new chief of inspectors. He ordered night duty for auto, thefts from auto, bunco, robbery, burglary, and sex details. At the same time he halted long-tolerated practices such as malingering and "ducking off" duty.

In November a long-needed new look was given to two problems that had become perennial. Chief Ahern required all personnel on "light duty" to be re-examined by the department physician. This review of some seventy officers resulted in the Commission recommending thirty retirements. In addition, civilian clerks will be hired to take over clerical jobs now handled by police officers.

1911

1. The first part of the report deals with the general situation of the country. It is a very interesting and comprehensive survey of the country's resources, its population, and its economic conditions. The author has done a great deal of research and has gathered a wealth of material. The report is well written and is a valuable contribution to the knowledge of the country.

2. The second part of the report deals with the specific details of the country's resources. It is a very detailed and accurate survey of the country's resources, its population, and its economic conditions. The author has done a great deal of research and has gathered a wealth of material. The report is well written and is a valuable contribution to the knowledge of the country.

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(Police Department - continued)

These actions will materially increase the number of able bodied men available for police work and will help any survey have a realistic look at requirements for additional manpower.

New Police Building

As a result of the vigorous campaigning of the Police Commission and Chief Ahern for a \$19,475,000 bond issue, the voters, in June, approved the bond issue to construct a new Hall of Justice. This approval, in effect, constituted a vote of confidence in the new regime.

Intelligence Unit

Chief Ahern reactivated this unit for the purpose of liaison work with other cities in plotting movements and activities of racketeers and hoodlums.

Juvenile Delinquency

This problem was spotlighted by Chief Ahern's announcement that teen-age hoodlumism and vandalism were increasing. He immediately bolstered the staff of the police Juvenile Bureau and instituted a liaison arrangement with the School Department, youth agencies, and the Park-Recreation authorities. A city ordinance banning sale or possession of switch-blade knives was adopted and curfew regulations for juveniles were enforced. Already some physical facilities are being taxed to their limits. The problem of misbehaving youngsters is being brought under control.

Drunk Cleanup

Chronic alcoholics had long accounted for more than half of arrests made in San Francisco. In 1955, of 68,833 arrests, 43,709 were for drunkenness. This volume stemmed primarily from the repeated arrests of some 1,000 unfortunates. Chief Ahern ceased the "revolving door" procedure of taking drunks to city prison to be released when sober. With the cooperation of municipal court judges, Chief Ahern instituted the policy of sending habitual drunks to the county jail at San Bruno. "Skid Row" has been cleaned up, and a special Mayor's committee studying a rehabilitation program for alcoholics is making progress toward a solution of this problem.

Vice

Bookmaking and prostitution are greatly diminished. The Bureau of Special Services (vice squad), prior to reorganization,

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(Police Department - continued)

limited its activities to cases referred to it by district captains. Now it is charged with actively seeking out violations, while district captains are held strictly accountable for conditions in their command areas.

Cooperation With Other Agencies

Occasional "bookie" raids in San Francisco by internal revenue agents in the past emphasized the need for this program. A program of cooperation has been instituted with outside agencies, such as the Department of Internal Revenue, the Federal Bureau of Investigation, the Federal Narcotics Bureau, the State Attorney General, the State Department of Alcoholic Beverage Control, and other police departments.

The list of other innovations in the Police Department effected during 1956 would fill several pages. The entire recruit training program has been revamped with closer screening of applicants and more intensive training. Report writing procedures have been simplified. There is tighter control over cab drivers, dance halls, second-hand stores, pinball machines, and other businesses subject to police regulation, resulting from the strict new policy inaugurated in the police Bureau of Permits.

However, results of the reforms instituted under the new regime may best be seen in the carriage of the typical police officer. He carries his head high, his shoulders erect. He is now proud to be a member of the San Francisco Police Department.

Recommendations

1. That all city agencies concerned cut through red tape to effect, as rapidly as feasible:
 - (A) The erection of the new Hall of Justice.
 - (B) Modernization of the obsolete police radio-communications.
 - (C) Acquisition of the Police Department's mobile crime laboratory.
2. That the present five-year San Francisco residence requirement for police recruits be eliminated by charter amendment.
3. That traffic engineering be transferred to some other city agency. Police should be concerned only with enforcement of the traffic laws.

POLICE DEPARTMENT; CORONER

Coroner

The work of renovating the morgue, begun in April, 1956, will be completed, according to Dr. Turkel's estimate, by the end of 1956. Of the \$168,000 budgeted for this work, it is estimated that equipment costing approximately \$100,000 will be available for reinstallation at the new quarters for this department in the new Hall of Justice.

The work load of this department has remained fairly constant during the last ten years, averaging about 3,500 investigations and 2,400 autopsies per year.

The briefness of this report testifies to the efficiency of this department.

W. ALLEN EHRHARDT, Chairman

LYNN COE

GEORGE FREUND

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CHIEF ADMINISTRATIVE OFFICER

During the current year this Committee has had several most agreeable meetings with Thomas A. Brooks, Chief Administrative Officer, during which time certain matters of civic government which are under Mr. Brooks' sphere of authority were discussed. Such inquiries as were made were answered promptly and with competence.

It should be noted that Mr. Brooks, who reached the compulsory age of retirement this June, has been requested by the Board of Supervisors to continue on in his present capacity to July of 1958. This is an extraordinary compliment, giving testimony to the excellence in which Thomas Brooks has administered his office with the many city and county departments falling under its jurisdiction. They are Purchasing, Public Health, Public Works, Finance and Records, Electricity, Real Estate, Coroner, Weights and Measures, and Agriculture.

Falling foremost among those matters yet to be done is the consolidation of city shops, for which there is surplus land available in that parcel bounded by Quint, Jerrold, and Hudson Streets. Currently the city operates three shops: No. 1 at 313 Francisco Street; No. 2 (now moved) at 11th and Bryant Streets; and No. 3, on the south side of California Street between Van Ness Avenue and Franklin Street. Shop No. 2 has been sold to the Hamm Brewing Co. for \$230,000, which sum has gone to the Land Fund to be reallocated where most needed. Shop No. 2 has been moved on a temporary (18 months) free-rent basis to 440 Chestnut Street, and it is hoped by Mr. Brooks to have this facility removed to the first of the several buildings yet to be built on the Quint and Jerrold Avenue site. This program will logically culminate with all shop functions consolidated here along with the Department of Electricity. In order to effect most efficient use of the City's labor to repair their scores of automobiles and trucks, many of which contain radio equipment, it is essential, of course, that the Department of Electricity join in its consolidation move.

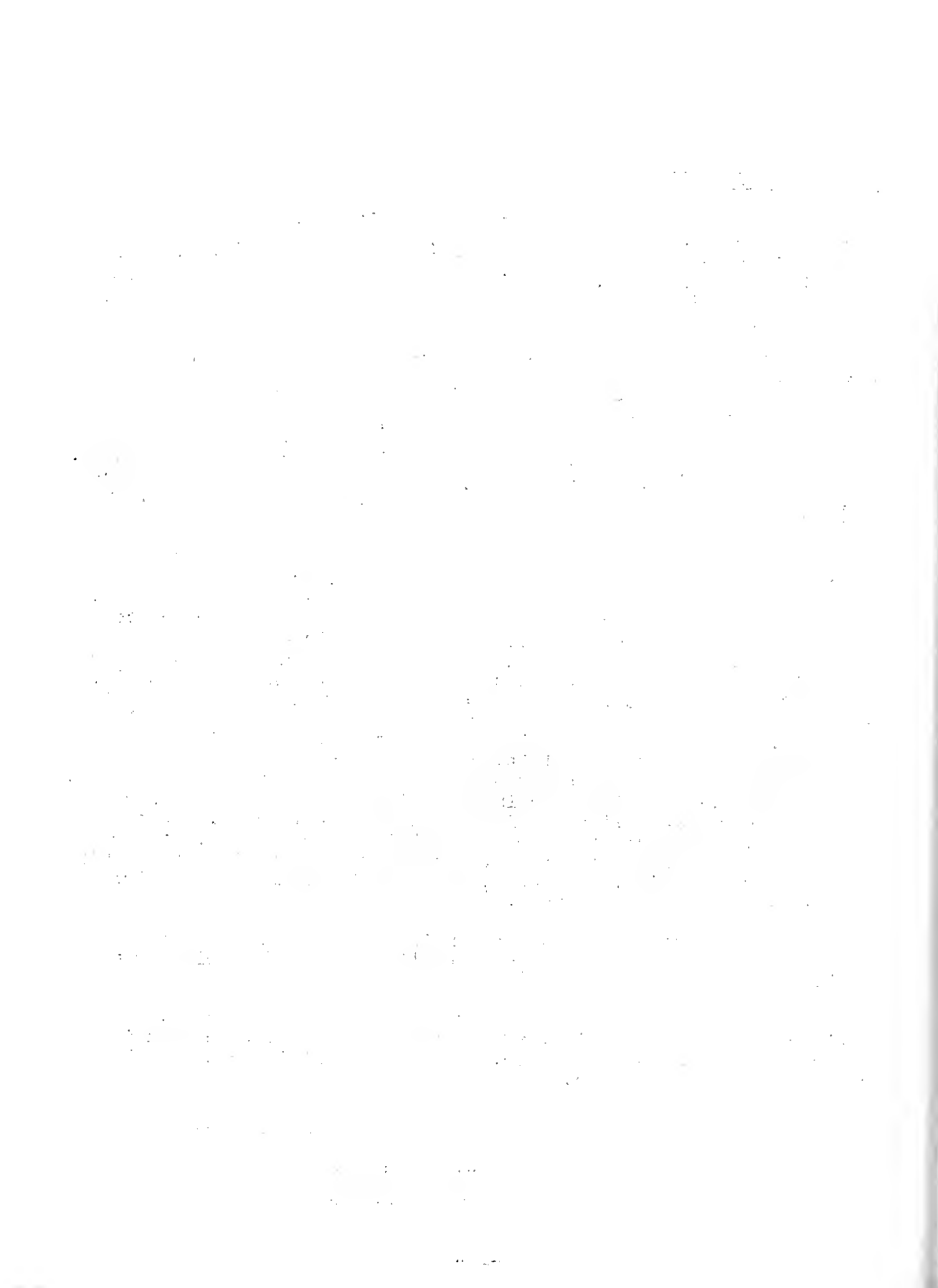
This aforementioned program is well past the formative stage, and should be pressed to completion by the following grand juries.

In conclusion it must be said that the Chief Administrative Officer, with his minimal staff, tend to their many functions in an efficient, business-like manner, and to the best interest of the citizens of San Francisco.

WILLIAM S. BAGGE, Chairman

W. ALLEN EHRHARDT

ROBERT R. HALL



TRAFFIC

Traffic in a large city is somewhat like the weather -- everyone complains about it and no one does anything about it. However, we think that San Francisco has done something about it. With one-way streets, scientifically timed traffic signals, towaway streets, and the completed and contemplated freeways, the traffic situation has not gotten any worse, and that alone is an accomplishment. Actually, we believe the situation is considerably better.

In downtown San Francisco, Market Street is an effective "spite fence" through and across which traffic staggers rather than flows, and thus far no one has had the nerve to do anything about it.

With the advent of new freeways opening, new bottlenecks develop, and especially during the evening rush hours. We feel that at least some of these spots would be helped by the assignment of beat officers who can be spared during the rush hours. However, these officers should have had at least some traffic training.

In places where there are timed signals, they should not be operated manually. New York City traffic officers may move traffic against signals, but may never touch the signals themselves. This procedure should be given consideration in San Francisco.

CHARLES FLEISCHMAN, Chairman

W. ALLEN EHRHARDT

RAY E. ALDERMAN

PARKING AUTHORITY

The members of the Parking and Traffic committees have sat in with the Parking Authority and have conferred with the staff and board members, and have also followed their weekly meeting reports.

We find that the process is painfully slow and repetitious. We do not presume to put the blame on either the board or the staff, but somehow, some way should be found to speed up the process and get the garages built. Every delay (and there already have been too many) results in an increased cost of building and in business losses to our retail stores, and is an expense that we cannot afford.

Outside of Fifth Avenue in New York City, San Francisco has been the only large city in the United States in which the downtown retail district has managed to hold its own against suburban retail developments, and today it is one of the finest in the country. This is also one of the main reasons that San Francisco is so greatly attractive to tourists. It is necessary, because of our small area, that tax-wise, if for no other reason, the real estate values must be kept up. To do this it is imperative that the parking garages already planned and financed are completed without further delay.

It is also questionable in our minds whether the Parking Authority is necessary as an independent board, and whether it would not be better to have them clean up the work already layed out for them and transfer the entire parking processes to the chief administrator's office.

CHARLES FLEISCHMAN, Chairman

RAY E. ALDERMAN

W. ALLEN EHRHARDT

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FIRE DEPARTMENT; DEPARTMENT OF ELECTRICITY

Fire Department

Your Committee on the Fire Department held several meetings with Chief of Department Frank P. Kelly, and on a later date met with Deputy Chief of Department Alfred J. Galli and Secretary to the Chief of Department Rudolf Schubert, reviewing the general activities of this department and the progress of the Firehouse Construction and Reconstruction Program under the 1952 Firehouse Bond Issue, which has been progressing very satisfactorily.

The Committee finds that the department is in excellent condition and operates efficiently under the guidance and management of the Board of Fire Commissioners, consisting of Messrs. Arthur J. Dolan, Jr., President, Walter H. Duane, and William Kilpatrick. The Chief of Department, Frank P. Kelly, who is now on sick leave, has been an outstanding, experienced, and progressive leader who has maintained a very high morale in the department.

Acting Chief of Department William F. Murray has just been appointed to that position by the Fire Commissioners, and we feel confident that he will direct the operations of our Fire Department in a competent manner.

One branch of the department, the Division of Fire Prevention and Investigation, deserves special commendation, your Committee feels. Under the able direction of Chief Carl F. Kruger it is doing excellent work in eliminating fire hazards throughout the city. Lieutenant George L. Kelley and his crew of investigators continue to operate with skill and intelligence.

The automotive equipment of the department as a whole is in good condition, but some of its large pumping engines are over age and in need of replacement. Your Committee feels that it is a false economy of the authorities in charge of the budget to curtail departmental requests for this needed equipment.

The Committee also inspected the various new firehouses being constructed under the previously mentioned bond issue, and finds that the work is still progressing satisfactorily and that the new buildings are modern, substantial, functional and pleasing in appearance.

The Committee noted with disappointment the fact that to date the department has not been able to procure a second fire boat, as repeatedly requested, and as certainly justified by the national importance of our harbor and the extent of our waterfront and the high values in shipping, cargoes and wharves

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(Fire Department - continued)

involved. State control of San Francisco's important harbor has caused the city administration to deny responsibility for marine fire protection, and the State Board of Harbor Commissioners has indicated their willingness to provide a second fire boat to be operated by the San Francisco Fire Department, but so far have failed to do so, and it is seriously hoped that they will assume this rightful obligation without further delay.

SYLVAN C. SPENCER, Chairman

RAY E. ALDERMAN

ABRAM S. JAFFE

1. The first part of the paper is devoted to the study of the

properties of the function $f(x)$ defined by the equation $f(x) = \int_0^x f(t) dt$. It is shown that $f(x)$ is a constant function. The second part of the paper is devoted to the study of the properties of the function $f(x)$ defined by the equation $f(x) = \int_0^x f(t) dt$. It is shown that $f(x)$ is a constant function.

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DISTRICT ATTORNEY, CITY ATTORNEY, PUBLIC DEFENDER

District Attorney

When the 1956 Grand Jury was impaneled in January, the District Attorney's office had just moved into its new quarters at 617 Montgomery St. This brought under one roof (with one exception) the various functions of the office. Previously, the Complaint and the Municipal Court Divisions had been located in the Hall of Justice; the Bureau of Family Relations and certain other departments had been located at 580 Washington Street, while the main office was to be found in very crowded quarters at 550 Montgomery St. The only division of the office not now located at 617 Montgomery Street is that of the Juvenile Court, which, from the nature of its duties, must be located at the Youth Guidance Center at 375 Woodside Avenue. This combining of the greater part of the departments of the District Attorney's office at one location will greatly promote the efficiency of that office and should substantially contribute to improved law enforcement in our City.

It was gratifying to this Committee when the voters of San Francisco in June of this year approved a bond issue for a new Hall of Justice, which will be located at Seventh and Bryant Streets. It is believed that this building will be ready for occupancy in about four years. When completed, the criminal courts and all criminal law enforcement agencies of San Francisco will be housed in a modern, fully equipped building. The proximity of the District Attorney's office to the criminal courts and to the Police Department headquarters will bring about a much smoother functioning of these departments.

The District Attorney's office has many important functions. In fulfilling its primary purpose, it prosecutes more than 1,000 felony cases and over 37,000 misdemeanor cases each year. It conducts a Bureau of Family Relations to which aggrieved persons may bring complaints in which the family relationship is involved. With regard to this department, the District Attorney's office believes that its most important duty is to keep the family intact and to insure proper support of dependent persons. When warranted by the facts, however, complaints are issued, arrests made, and prosecutions vigorously conducted.

The office also has an investigative unit set up to investigate cases of fraud under the Aid to Needy Children Act. This unit investigates all cases where application is made for aid to children for the reason they have been abandoned by one or both parents. These investigations have disclosed numerous fraudulent applications where responsible parents were well able to support their families. Through

(District Attorney - continued)

this department, the District Attorney's office saved well over \$500,000 to the City and County of San Francisco in 1955. This saving was brought about by compelling parents to take care of the necessary support and relieving the City and County from further financial responsibility. It is expected that an even greater saving to San Francisco will be effected in the calendar year 1956.

In addition, the office conducts a Complaint Division which hears complaints of citizens and causes warrants to be issued. Each year this division hears and acts upon several thousand such complaints, which range from comparatively minor matters to major felonies.

Among the other duties of the office is the maintaining of a Psychopathic Ward Department and a Juvenile Court Department. The District Attorney also acts as adviser and presents cases to the Grand Jury.

During the year 1956 and until November 15, the District Attorney presented more than 150 criminal cases to the Grand Jury for action. These hearings resulted in the return by the Grand Jury of 144 indictments, which covered a total of 225 defendants. These indictments, often containing more than one count, concerned the following felony charges:

Murder	18
Robbery	74
Burglary	45
Forgery	28
Grand Theft	54
Conspiracy	29
Narcotics	71
Miscellaneous	
felonies	<u>103</u>
Total	422

Your Committee has found both Mr. Thomas C. Lynch, the District Attorney, and his Chief Assistant District Attorney, Mr. Norman Elkington, to have been most cooperative during our investigative work concerning that office, and both they and their entire staff are to be commended on the thoroughly efficient manner in which their office is conducted.

R. ROY HALL, Chairman

WILLIAM BAGGE

RAY ALDERMAN

CONTROLLER, TREASURER, PURCHASER,
RETIREMENT BOARD, FINANCE AND RECORDS

Controller

The principal duties of this office is the accounting and budgeting work of various City departments, and the legal aspects of department expenditures, in compliance with the provisions of the Charter.

This work is carried on under the splendid leadership of Mr. Harry D. Ross.

Treasurer

The office of Treasurer must adhere strictly to the laws of the State of California as well as the City charter and ordinances. The Treasurer's office acts as a "bank" in that it is a depository organization for various monies and collections. In addition, this office must administer the records of the State Inheritance Tax for this County.

It may be well to note here, that the 1953 and 1954 Grand Jury Committee, seeing the need for adequate office space, recommended that tellers' cages with bullet-proof glass be installed; however this recommendation has not as yet been complied with.

The Controller's Office works in close proximity with the Treasurer's Office inasmuch as the Controller audits the books of the Treasurer annually.

The City of San Francisco is proud, indeed, to boast of its Treasurer, Mr. John J. Goodwin, who is one of its leading citizens. Mr. Goodwin is a man of highest integrity and outstanding ability to perform the duties entailed by his office.

Purchaser

The Purchaser, who operates under the City Charter, could be referred to as the "housekeeper," since its primary function is to purchase the supplies and equipment necessary to "furnishing" a large and complex municipality such as ours.

Retirement Board

In 1922 the Board of Supervisors established the above mentioned Department. It was established to provide fair retirement and death benefits for public employees and officers, be they appointed or elected. Throughout the years,

(Retirement Board - Continued)

various departments have come into this system; among these are the Police and Fire Departments of the City and the Unified School District.

This Department has run efficiently and capably for some thirty years and has rendered invaluable service to our great City.

Finance and Records

The Finance and Records Department is now under the control of the Chief Administrator and as such, it is incorporated within that Department.

JOHN THOMAS, Chairman

ABRAM JAFFEE

FRED CASASSA

COUNTY CLERK; PUBLIC ADMINISTRATOR; RECORDER-REGISTRAR

County Clerk

From a financial standpoint the past year has been outstanding. The fee revenue from services rendered has been the highest of any of the last five years. \$194,979 was realized from this source, which compares with \$189,406 for the 1954-55 fiscal year.

Most of this increase in revenue was realized in the Probate Department. This was due to a slight modification in the fee schedule, which now permits a minimum charge of \$1.00 for certified copies.

There was a slight decline in the filing of new civil actions. Also, they totaled 10,080 compared with 10,163 for the previous fiscal year.

New probate filings also decreased. 3,466 new matters were filed, compared with 3,569 for the fiscal year 1954-55.

The basement storage area of the County Clerk's office needs refitting with modern steel shelving to accommodate the transfer cases from the main office. If this work is completed, the storage capacity of the basement will be more than doubled. An appropriation of \$2,000 will be needed to start this re-fitting.

Public Administrator

An audit of the accounts and records of the Public Administrator and of the various estates in his hands for the period ending June 30, 1956 is now under way by Gino P. Cecchi, Certified Public Accountant, and his staff, under contract with the City Controller. We are informed that, with the exception of a few minor bookkeeping errors, no irregularities have been discovered.

Practically all of the old estates susceptible of closing have been closed and the excess of open estates on hand as mentioned in reports of previous years has been reduced to a reasonably satisfactory extent.

The permanent crew of this department appears to be sufficient in number, and, with recent revisions made by the Civil Service Commission, the positions are believed to be correctly classified. However, there is still need of temporary personnel in vacation seasons to enable the department to render adequate service. It is estimated that at least four months'

1. The first part of the paper is devoted to a general discussion of the problem.

2. The second part is devoted to a detailed analysis of the case.

3. The third part is devoted to a discussion of the results and their implications.

4. The fourth part is devoted to a discussion of the conclusions and their implications.

5. The fifth part is devoted to a discussion of the conclusions and their implications.

6. The sixth part is devoted to a discussion of the conclusions and their implications.

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11. The eleventh part is devoted to a discussion of the conclusions and their implications.

(Public Administrator - Continued)

employment of one legal stenographer should be provided annually. Mr. W. A. Robison was appointed Public Administrator in April, 1953, to fill a vacancy created by the retirement of Mr. Phil C. Katz. The permanent personnel consists of:

1 Public Administrator
3 Attorneys at Law
2 Estate Investigators
2 Bookkeepers
8 Legal Stenographers and Typists
16

The Public Administrator of Los Angeles County, which handles approximately twice as many estate matters, employs a staff of approximately sixty persons, or almost four times as many as San Francisco.

The entire crew of this office is on a straight salary basis. The fees of the Public Administrator and his attorneys derived from the probating of estates are paid into the General Fund of the City and County of San Francisco. Revenue of the department for the year ending June 30, 1956 has exceeded that of any previous year, being more than \$195,000. The best previous year was 1951 when revenues amounted to \$166,311. Following is a comparison of the past five fiscal years:

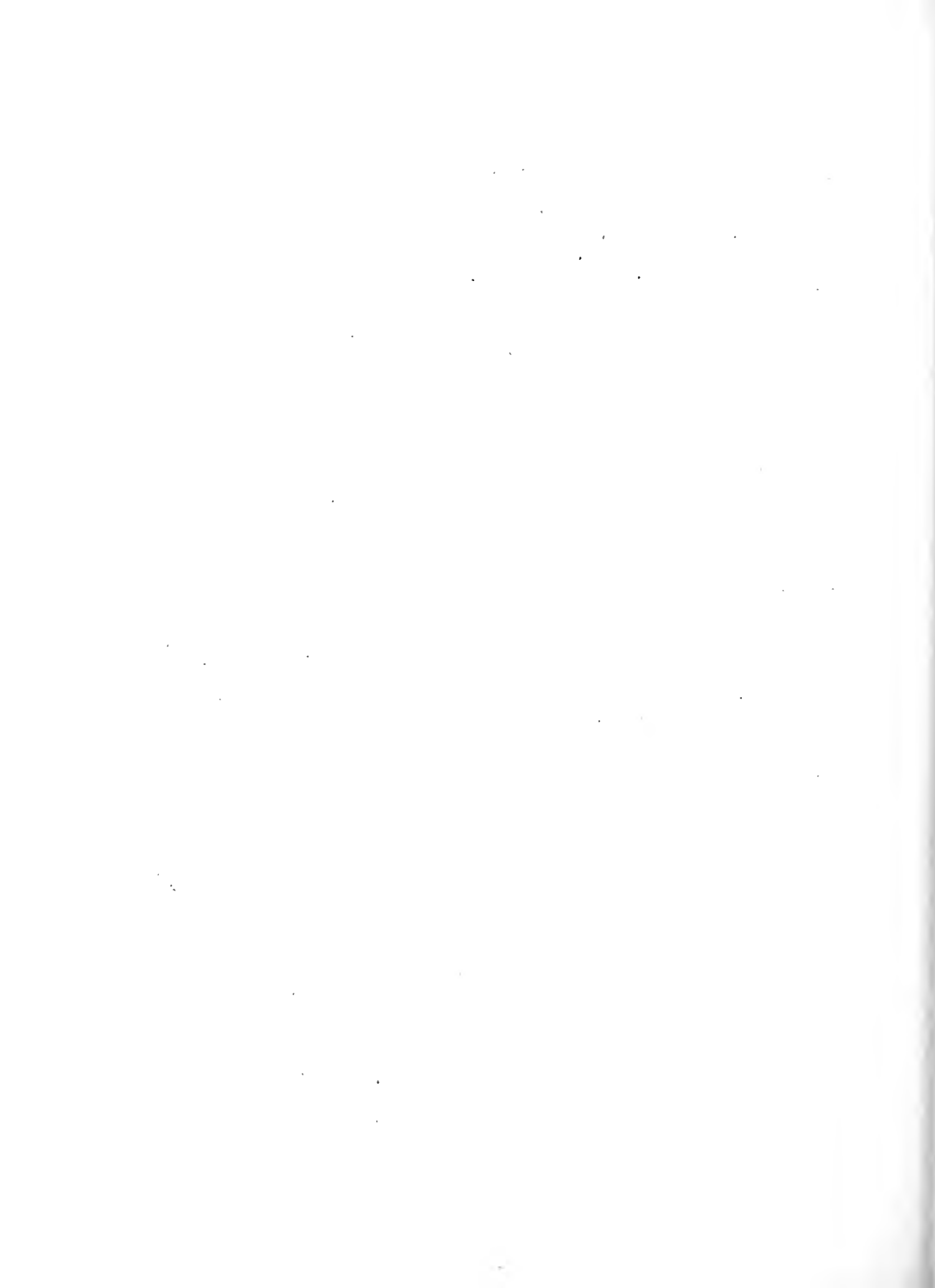
<u>Fiscal Year ending June 30</u>	<u>Number of New Estates</u>	<u>Gross Revenue -- Fees of Adminis- trator and his Attorneys</u>	<u>Total Operating Expense</u>	<u>Net Operating Profit</u>
1952	445	\$144,856	\$71,481	\$73,375
1953	496	108,133	70,207	37,926
1954	513	120,613	79,140	41,473
1955	514	160,006	84,118	75,888
1956	498	195,508	90,236	105,272

We have made inquiry of most of the large counties of California, and it appears that the Public Administrator of San Francisco is the only one in the state making a net operating profit.

GEORGE P. FREUND, Chairman

SYLVAN C. SPENCER

JOHN J. THOMAS



PUBLIC UTILITIES

This Committee, soon after its appointment, met with Mr. James H. Turner, Manager of Utilities, and some of his staff for a general discussion of the Department's activities and plans. During the year the Committee has reviewed all minutes of the Public Utilities Commission's meetings and has held several conferences with Mr. Turner and the managers or directors of the individual utilities.

The Grand Jury as a whole made inspection tours of the International Airport, the Municipal Railway properties, some of the Water Department properties, and the Hetch Hetchy project, so as to become familiar with their operations and problems. These inspections and other observations lead us to conclude that means should continue to be made available for the Department to tell the story of the various utilities to the citizens of San Francisco and to keep them informed of the functions, operations, and developments of their Utilities Departments, of which they can well be proud.

Budget

Early in the year the Committee reviewed the proposed 1956-57 budget for the various public utilities, and in our opinion it was prepared and presented in a good manner, although we did not feel qualified to criticize the individual items therein.

Water Department

Late this year a general management survey by a private management analyst firm, looking toward possible improvements in operation, management and over-all economies was begun in this department. This is understood to be on a pilot study basis (which may later be extended to other departments), and we commend the Commission on this action.

We believe one of the results of this study will be a recommendation that new facilities be provided to replace the department's present crowded and run-down corporation yard, which but for this pending study would be a recommendation of this Committee.

Greater income can result to the City from rental of Water Department (City-owned) farm lands around Sunol if the land can be leased on an irrigated rather than on a non-irrigated basis. There seems to be no question that adequate surplus City-owned water, other than from Hetch Hetchy, is available for this purpose, so that the provisions of the Raker Act would not be violated. This Committee recommends, therefore, that speedy action should be taken in this matter.



(Public Utilities - continued)

Bureau of Engineering

Like most firms using engineers, the City Utilities find it difficult to employ and keep qualified engineers. The \$54,000,000 Powerhouse bond issue passed last year, and the \$25,000,000 Airport bond issue approved by the voters on November 6, require considerable work to be done by City engineers over and above work contracted for with outside consulting engineering firms. Conditions being what they are, it seems logical that the City must employ outside firms for as much of this work as possible.

In prior years consideration has been given to having a central engineering building or office to house engineers from all City departments, including the various utilities departments. Keeping in mind that the Public Utilities' Bureau of Engineering has men scattered in four different locations about the City, this idea of a central engineering building or office is worthy of further consideration for perhaps some procedure could be worked out for assignment of work loads of all City engineering departments to meet peak demands.

Space

Like many other City departments, some of the utilities departments have space problems; and although we have received no specific suggestions or criticisms from any of these departments, it is believed that more efficiency could result if adequate work space were made available in all instances.

Municipal Railway

We feel confident that every effort is being made by Management to effect operating economies without reducing needed service, and also to effect safety measures which will reduce accidents and resultant accident claims. It is the Department's established policy that adequate service shall be maintained even though tax subsidy is required.

With a 5% average annual drop in riders since the end of World War II, the tax subsidy has continued to grow, in spite of effected operating economies. An encouraging sign, however, is that of late the percentage drop is reducing, and since July 1, 1956, it has been running under 2%.

We have confidence that the Management will take every necessary reasonable step to provide continued good service, increase income, and reduce or perhaps eventually eliminate the tax subsidy.

(Public Utilities - continued)

International Airport

This Committee, and the Grand Jury as a whole, held several conferences with Mr. Turner, Mr. Butler, and members of their staffs, to review the proposal by the Public Utilities Commission asking San Francisco voters to approve the \$25,000,000 bond issue for expansion of airport facilities to accommodate jet airliners and the rapidly growing passenger and cargo traffic. The Grand Jury then endorsed this bond issue and its approval by the voters on November 6 will make it possible for the airport to keep pace as one of the best--if not the best--in the country.

We believe the management of the airport to be efficient and note with pleasure their statement that with the improving financial picture, and in spite of heavy bond debt retirement, it is expected that the airport will be paying its own way without tax subsidy in a relatively few years.

Hetch Hetchy Project

From conferences between this Committee, Mr. Turner and his staff, and from the inspection trip of these properties by the Grand Jury as a whole, we conclude the following:

- A. Basic plans made years ago insure the City of San Francisco an adequate water supply with supplemental power supply for many years to come.
- B. Well planned expansion of the system financed by recent bond issues provide for immediate future needs.
- C. The present management is capable and efficient in the operation of present facilities, and is farsighted in their plans for the future.
- D. Present management and the Commission have a cooperative attitude with other cities in California that are less fortunate with respect to their future water supplies, which attitude should prove beneficial not only for San Francisco, but also for other California cities.

In concluding this report, this Committee wishes to extend to Manager of Utilities Turner, and to the managers and directors of the various Public Utilities departments, their thanks for most cooperative and courteous treatment. We wish also to state that in our opinion the Public Utilities are under an efficient Commission with efficient management and with close scrutiny by audits. We do not hesitate to compliment all involved for the businesslike manner in which their operations are conducted.

RAYMOND E. ALDERMAN, Chairman
LYNN S. COE
MAURICE E. COFFEY

CIVIL SERVICE; CITY PLANNING; WELFARE BOARD; ART COMMISSION;
LEGION OF HONOR and OTHER COMMISSIONS

City Planning

During the year this Committee met with Mr. Paul Oppermann, Director of Planning, his staff, and the members of the City Planning Commission.

It is our considered opinion that the citizens of the City and County of San Francisco are not informed or kept properly informed as to the great importance of this Department and the splendid service it is rendering, despite lack of funds and much needed personnel.

As we see it, their task is a most complex one; for hardly is an idea advanced requiring a physical change in the face of the City that is not thrown into their laps for study and planning.

In their planning they must, by good reason, be guided by the Master Plan (acclaimed by visiting city planners from all over the world as equal to the best) to preserve the cultural, architectural and beautifying aspects of our beloved City. Hence, what with the terrific increase in population and the diminishing available land during the past eight years, particularly as a result of the recent new freeways, and the necessity to dovetail with the ideas of, or be overruled by, the other departments of the City, they are compelled to function under the handicap of a manifold of problems and complexities. In the face of which their performance is, and has been, an outstanding one.

As an illustration, we list below some of the more important projects the Department of City Planning is currently working on.

1. Redevelopment Area E (Old Produce Market). Consultants are now working on the preliminary plan for this \$100,000,000 redevelopment project.
2. Ferry Building Park - Adjacent to Area E, and important because of its effect on Area E and the foot of Market St.
3. Redevelopment Area D (South of Market). They are fighting to keep alive this project to clear out some of the worst residential blights in San Francisco and provide badly needed room for industrial and commercial growth.
4. New Zoning Ordinance. A comprehensive new zoning ordinance has been in preparation for a number of years and

(City Planning - continued)

is now before the Board of Supervisors. With a maximum effort this may become law within six to twelve months.

5. Civic Center Master Plan. Funds have been provided and work is finally under way to plan an organized and effective Civic Center to provide for orderly and efficient expansion of City, State, and Federal facilities during the next twenty years.
6. Freeways. (Western, Southern, Central, Embarcadero, etc.) Public interest requires that they devote a great amount of their time reconciling traffic demands with the preservation of the beauty and character of our City.
7. Redevelopment Area (South Basin). They are still attempting to develop this area as a new produce area or an industrial park.
8. Capital Improvement Program. This time each year they undertake their three-months study of municipal capital improvements proposed for the next six months.
9. Urban Renewal. They are endeavoring to keep the Workable Program (required by Federal law) from lapsing, and to prepare a new Housing Code, and to prepare rehabilitation projects for areas such as the Western Addition between Post and California Streets.
10. Interior Greenbelt. To preserve the remaining park spots and strips for viewing and trails in the Twin Peaks-Sutro Forest area. Very strong support for this, but some public money is required.
11. Bayview Area and Tidelands. Another large study in progress requiring more funds and personnel than they have available at this time.
12. Local Rapid Transit and Bay Area Rapid Transit. Two important interrelated problems which they are attempting to expedite.

The above list is far from complete, for there are many other important, though smaller, projects assigned to this staff.

Their problems are further aggravated because during the past eight years they have been unable to add to the number of employees so desperately needed in their Department, despite the steady and now increasing work load.

(City Planning - continued)

- A. Salaries in San Francisco are not high enough to attract competent new people, in view of the nationwide shortage of qualified city planners.
- B. Often the planning efforts of the Department are subject to opposition and even ridicule by uninformed members of City government, or do not receive sufficient cooperation and implementation from the executive departments.
- C. To cap it all, they are handicapped by a serious lack of public understanding when public understanding in the best interests of our City is so sorely needed. All this is due to lack both of funds and personnel to aid them in their attempts at public education and acceptance of planning.

Therefore, after due study, this Committee recommends that most serious thought be given to all of the items as incorporated above, and that steps, prompt and in quickest time, be taken with fullest cooperation and effort to remedy the situations so hampering to the welfare of our City, and thus make it possible for the Department of City Planning to continue, and in even greater measure, the splendid job they are doing for our great City and County of San Francisco.

In conclusion, we highly commend Roger D. Lapham, President, Robert F. Lillienthal, Vice-President, and every member of the City Planning Commission for the devotion, diligence, and dedicated effort in their endeavors to promote the best interests of our City.

To Paul Oppermann, Director, and every member of his staff in the Department of City Planning, our sincere thanks for the great job they are doing in these trying times under most difficult handicaps, and best wishes for their continued, and even greater, success.

ABRAM S. JAFFE, Chairman

ROBERT R. HALL

CHARLES FLEISCHMAN



DISTRICT ATTORNEY; CITY ATTORNEY; PUBLIC DEFENDER

City Attorney

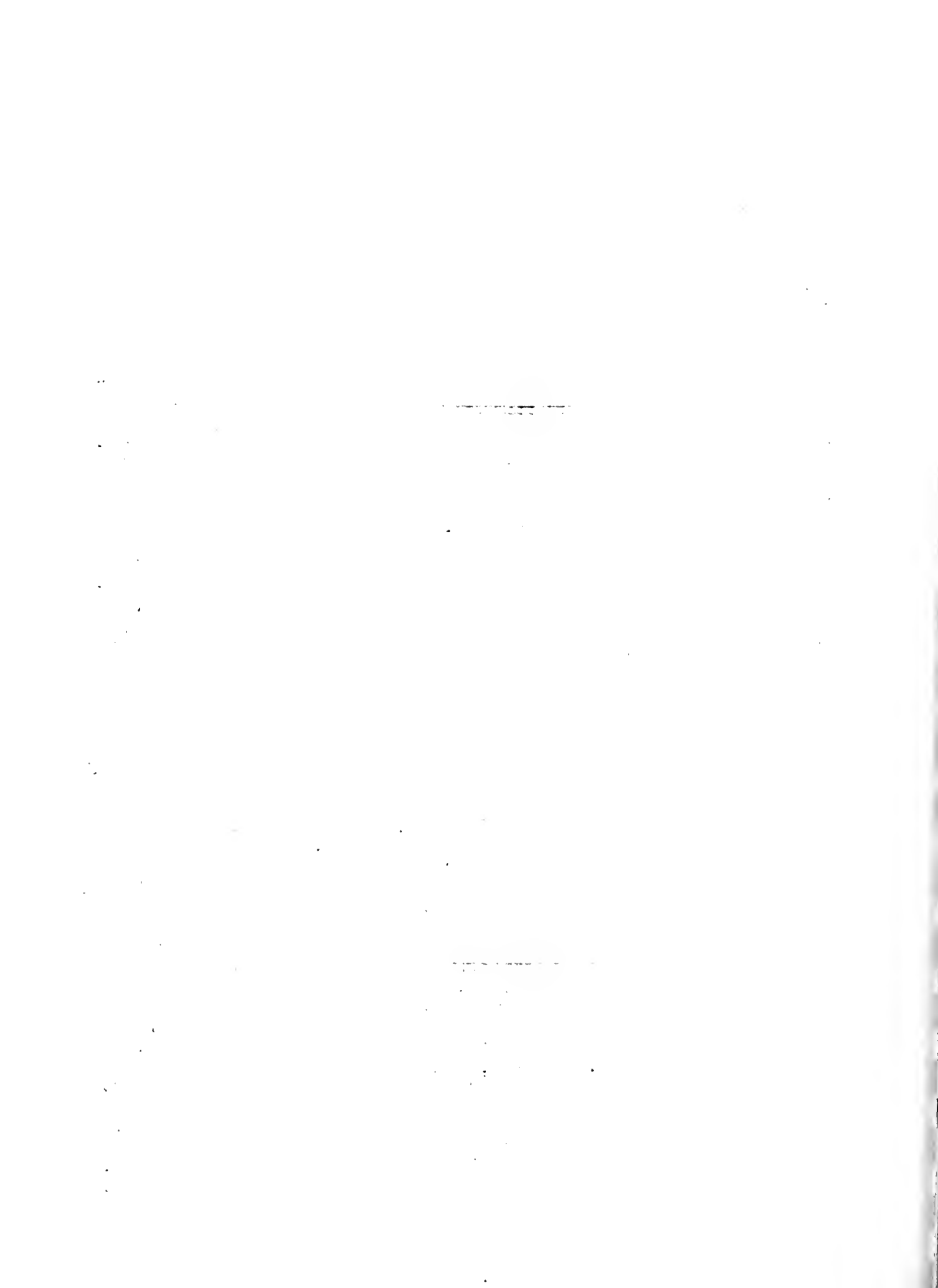
The City Attorney, Mr. Dion R. Holm, is the chief civil legal officer, and represents the City and County of San Francisco and all of its officers and departments in all legal matters of a civil nature.

These matters include representation in all the many actions brought either by or against the City and County, the preparation of all bond issues involving the City and County of San Francisco and the Unified School District, the preparation and approval of all contracts and of all ordinances and resolutions of the Board of Supervisors, as well as the rendering of formal opinions to all officers and departments of the City and County of San Francisco.

The departments represented by the City Attorney's office include the Public Utilities Commission and all the departments under said Commission, which include the Airport, the Water Department, the Hetch Hetchy System, the Municipal Railway, and the Bureau of Light, Heat and Power (all of which represent a multi-million dollar investment of the City and County of San Francisco), the Department of Public Works, the Health Department, the Recreation-Park Department, the Redevelopment Agency, and the Parking Authority.

One of the most important duties of the City Attorney is that of advising the Mayor, all elective officials, appointed commissioners and heads of departments on legal matters, and in the fiscal year ending June 30, 1956, 123 such written legal opinions were rendered by the City Attorney. Most of these opinions involve extended research on important questions of municipal law, and represent a great amount of the work actually done by the City Attorney's office.

Actions are filed against the City and County of San Francisco at the rate of approximately two per day. Much of the litigation is in the tort field, arising particularly out of the operation of the Municipal Railway, but also involving the sidewalks and streets of the City and County of San Francisco, and the operation of many of the other departments of the City. In the last fiscal year, 1955-56, 421 cases were tried, settled or dismissed arising from the operation of the Municipal Railway, and 710 such actions were pending at the close of said fiscal year. As to the sidewalk and street cases, 45 such cases were tried during the fiscal year wherein the total amount claimed was \$657,234 and the amount paid out by the City was only \$16,298, indicating payment of only 2 1/2% of the total amount claimed.



(City Attorney - continued)

Much of the other litigation of the office involves matters arising in civil service, from City contracts, from tests as to legality of actions of the Board of Supervisors, and other similar matters.

All bond issues submitted to the electorate of the City and County of San Francisco are prepared by the City Attorney.

The inadequate staff numerically, and the physical conditions of the City Attorney's office, your Committee feels should be definitely improved upon. They have a staff of 31 attorneys, one of whom is part-time. In view of the vast amount of legal work handled by that office, a definite increase in the staff is necessary if the work is to be handled expeditiously and with dispatch. Because of the limited staff, there have been unavoidable delays at times in the processing of matters of great importance to the City, and there has been a backlog building up of certain matters, as the staff has been unable to properly attend to them due to the great volume of work.

As to the physical plant of the City Attorney's office, much could be said in this report, and there is a great need for urgent action in this regard. The reception room, the PBX board, the file room, and the library are all situated in one of the corridors of the City Hall which has been blocked off at both ends. The library serves as a corridor to about half of the offices of the City Attorney's office as well as a waiting room for prospective witnesses who are in attendance waiting to be called upon to testify in court. In addition, most of the attorneys are quartered two to an office, and in one of the large offices there are six attorneys. As to the secretarial staff, in one of the average size rooms there are located seven stenographers. On various occasions plans have been discussed for the securing of additional space, but, unfortunately, to date such has not materialized.

By way of summary, your Committee wishes to report that its investigations reveal the office of the City Attorney is conducted in a most efficient and businesslike manner; that the City and County of San Francisco has received very fine representation from Mr. Dion Holm and his staff in all legal matters, and that action should be taken immediately to provide that office with an adequate staff and quarters.

DISTRICT ATTORNEY; CITY ATTORNEY; PUBLIC DEFENDER

Public Defender

Prior to last year the Public Defender's office was not permitted to represent defendants in misdemeanor cases. However, in early 1955 legislation was approved which enlarged the scope of this office, providing the services of an investigator to aid the deputies in the defense of their cases.

An investigator's duties are comparable to those of investigators employed in any private law office; namely, to locate, interview and secure signed statements from witnesses, in addition to making field investigations of cases assigned to him by trial deputies. In certain cases it is impossible, without an investigator, to ascertain the true facts; whereas upon investigation the deputy can determine from the data accumulated (regardless of whether the information discovered proves unfavorable to the accused) the guilt or innocence of the defendant.

It is interesting to note the savings that are accruing to the City and County of San Francisco as a result of acquiring the services of such an investigator. We have found that during the past fiscal year there were at least ten instances in which defendants were discharged by the district attorney and the arresting officers after an investigation had been made by the investigator from the public defender's office. It is the consensus that without the information which was supplied by the investigator, these people might have been convicted of the crimes with which they were charged. That, of course, would have entailed a jury trial, and when you consider the fact that it costs approximately \$150.00 a day for jury fees in municipal court criminal cases (every juror who appears in these cases is paid \$5.00 a day whether he serves as a juror or not), together with other costs of approximately \$190.00 a day for bailiffs, court clerks, the judge's time, the district attorney's time, and the public defender's time in trying actual jury cases, it is most obvious that considerable savings have resulted.

In view of the vast number of cases handled by the Public Defender's office, there is no question but that there is need for an additional investigator in order that more cases handled by the deputies might be investigated. It is impossible for the deputies to handle the caseload they are now handling and at the same time personally investigate, prepare, and try the cases as thoroughly and completely as is required, and as should be done. It seems to your Committee, therefore, that it would be an economical move to authorize another investigator. Los Angeles County, for example, has five investigators operating



(Public Defender - continued)

and working with their public defender's office.

This office is still handicapped in that the secretarial situation has not been solved, and the Public Defender has no confidential secretary. The services of such a secretary would greatly aid the efficient operation of this office, due to the fact that, by law, communications between a client and his attorney are confidential, no matter how indigent the client.

The quarters now occupied by this office are an improvement over the previous, but still are inadequate; however, this condition will be remedied when the new Hall of Justice is ready for occupancy.

Your Committee believes that the Public Defender, Mr. Edward T. Mancuso, is to be congratulated on the excellent job his office is doing, and complimented on the splendid Annual Report submitted by him for the fiscal year ending June 30, 1956, which bears out his contention that the records now maintained by his office are thoroughly accurate and complete in every detail, and are the best ever to be available through that office.

R. ROY HALL, Chairman

WILLIAM BAGGE

RAY ALDERMAN

PUBLIC WORKS

The Committee made several visits to the office of the Director of Public Works, Mr. Sherman P. Duckel, and found the department operating in a most efficient manner. All inquiries were promptly answered, and Mr. Duckel was most cooperative and congenial on all visits. The entire Grand Jury was invited to inspect the facilities and yards of this department, and found them to be functioning as well as can be expected under existing conditions.

The Department is divided into nine separate bureaus, operating under the supervision of Mr. Sherman P. Duckel, Director, and his two Assistant Directors, Mr. R. Brooks Larter, Administration, and Mr. Lawrence J. Archer, Maintenance and Operation.

The nine bureaus and their functions are: Accounts - controls budgeting and fiscal activities; Architecture - is responsible for design and construction of new and the modernization and alteration of old, City-owned buildings; Building Inspection - reviews plans and inspects construction of private buildings in the city; Engineering - plans, designs and inspects construction of public improvements, such as streets, tunnels, sewers, traffic signals and channelization; Building Repair - furnishes labor and material for maintenance and repair of 314 City-owned buildings and public school buildings; Sewer Repair and Sewage Treatment - maintains and repairs the city's sewage system and operates three sewage treatment plants; Street Cleaning - services all streets, underpasses, stairways, dumps and City-owned lots; and Street Repair - maintains and repairs City streets, tunnels and bridges.

The work of the Department during the fiscal year ending June 30, 1956 increased about 15% in construction activities over the previous year. The increase was due to the construction program under the 1952 Firehouse Bond Issue and the 1954 Bond Issues for the Laguna Honda Home and the San Francisco Hospital. The value of the contract work under the Bureau of Engineering decreased 23%, while that under the Bureau of Architecture increased 31%.

Work volume in the Maintenance and Operation Bureaus increased about 10%, primarily due to the stepped up public building maintenance program.

Bureau of Accounts

This Bureau controls the budgeting and fiscal activities of the Department. It is the point of origin of documents dealing with the disbursement of funds and their guidance

(Public Works - continued)

through required procedures until final liquidation. Operations include payrolls, personnel records, field time-keeping, purchase order requisitions, storeroom and inventories, work orders, gas tax subventions, cash revolving fund, and budget preparation and control.

Bureau of Architecture

This Bureau is concerned with all new and existing buildings which are under the jurisdiction of the Department of Public Works. It is charged with the responsibility of the design and construction of new City buildings, and the modernization, remodeling and large maintenance projects of existing buildings. The activities of the Bureau may be divided into two separate but related functions: the preparation of drawings and specifications, and the supervision of construction. The newly formed Architect-Engineer Survey Team inspects the condition of public buildings and catalogues necessary repairs and improvements, thereby saving the taxpayers thousands of dollars. Previously, public buildings have been left to deteriorate to a point where major improvements became necessary.

The Bureau also supervises programs and checks estimates and specifications of all civic work done by independent architects who have been commissioned by the City to design and prepare plans and specifications for such work.

Work under the Bureau of Architecture during the year amounted to \$9,996,000 worth of projects, such as schools, firehouses, libraries, and other public building improvements. In this total is included the amount of \$4,000,000 for 14 projects at San Francisco Hospital and Laguna Honda Home with funds from the 1954 bond program.

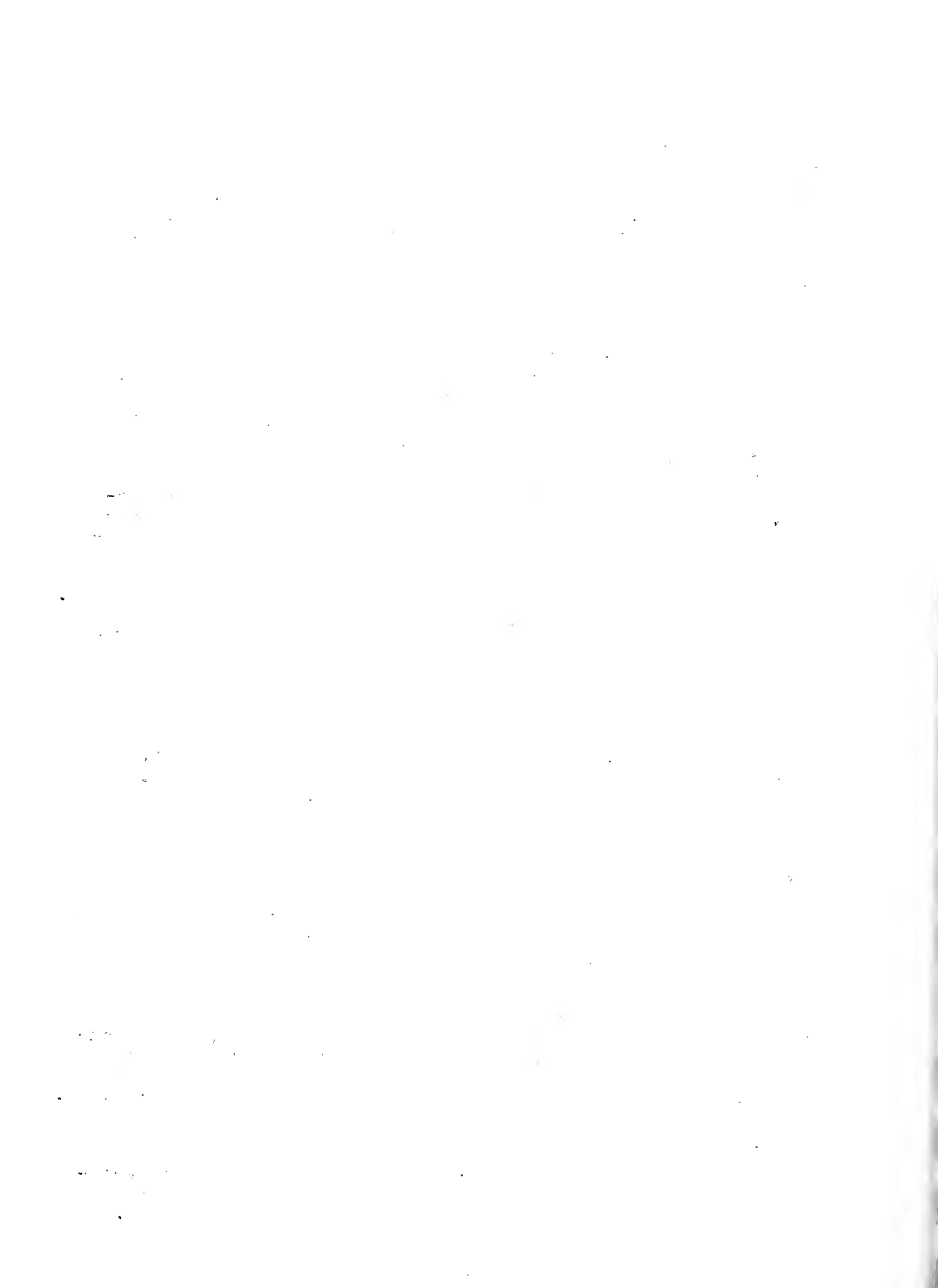
Bureau of Building Inspection

For the purpose of ensuring compliance with City ordinances, this Bureau reviews plans and inspects construction and installations involving structural, electrical and mechanical work throughout the City.

The Bureau of Building Inspection processed 9,445 permits for private construction work valued at \$71,692,000 during the past fiscal year. Considerable progress was made in the examination of buildings in the city-wide rehabilitation program, resulting in the repair or demolition of many buildings.

The Central Permit Bureau

The principal functions of this Bureau are the reception and recordation of various permit applications and the processing of same, including the collection of permit fees.



(Public Works - continued)

The statistics of the Bureau follows:

	<u>1955-1956</u>	<u>1954-1955</u>
Total personnel	10	10
Total amount of permit fees and deposits	\$578,166	\$583,459
Total number of permits issued	51,864	46,269

Bureau of Engineering

The work of this Bureau consists of general engineering, planning and services, all of which is of continuous nature and financed from the general tax fund. In addition, work is done in the planning, designing and supervising of construction of public improvements and certain types of maintenance for other departments of the City, as well as the Department of Public Works. Work in this latter category is financed by bond issues or fund transfers from various departmental funds.

In general services, the Bureau posted 1,612 field notices; checked and approved plans for 3 new subdivisions; inspected sidewalks on 39,810 lot frontages; issued 13,107 notices to construct or repair sidewalks; approved 12,987 excavation permits; investigated 198 damage claims filed against the Department; made 235 surveys; prepared 8 maps of public building sites; and performed 1,319 laboratory tests.

Maintenance and Operation Bureaus

The maintenance and operation activities of the Department are accomplished by the Bureaus of Building Repair, Sewer Repair, and Sewage Treatment, Street Cleaning, and Street Repair.

Bureau of Building Repair

This Bureau provides labor and material for the maintenance and alterations of 314 City-owned buildings under the control of the Department. Similar services are performed for the School Department and other City departments under a work order procedure. This Bureau also provides operating personnel, such as operating engineers, janitors, and elevator operators for the City Hall, Health Center, Hall of Justice, Emergency Hospitals, Police Stations and Fire Houses.

Sewer Repair and Sewage Treatment

This Bureau maintains and operates the sewerage system of San Francisco, which includes approximately 800 miles of sewers, 14 sewage pumping stations, 3 sewage treatment plants and a gas detection crew.

(Public Works - continued)

Bureau of Street Cleaning

This Bureau services 1,640 curb miles of streets; 87 miles of center island curbs; 6 underpasses; 35 sets of pedestrian stairways; 3 City-controlled dumps; City-owned lots; parades; and miscellaneous special assignments.

The Bureau of Street Cleaning assumed control of the Street Tree-Planting Program on July 1, 1955. The expense of this program is chargeable to gas tax funds, but due to inadequate gardener employments it has been necessary, in order to maintain plantings at a minimum acceptable level, to use laborers temporarily from general tax fund street cleaning assignments to help in this work. Although they received three additional gardeners over the previous year, they are currently three gardeners short of requirements to properly care for existing plantings.

Bureau of Street Repair

This Bureau maintains and repairs the 820 miles of city streets, including pavement, curbs, and stairways. In addition there are maintained and operated 3 lift bridges, Broadway Tunnel, asphalt plant and granite curb yard. There are 74 pieces of City-owned equipment, and 7 hired trucks, with operators, used in these operations.

RECOMMENDATIONS:

For increased efficiency in the maintenance yard operations of the Department of Public Works, the 1956 Grand Jury Committee recommends:

1. Elimination of the present warehouse and stockyards at 15th and Harrison Streets. The consolidation and enlargement of the present warehouse and maintenance yard at 2323 Army Street. This would save the expense of useless trips of about four miles between the two locations, and would return the Harrison Street property to the tax rolls through its sale.
2. Improve the old incinerator site, adjoining the maintenance yard, by provision of store-keeper supplies for all bureaus.
3. Alter present facilities in main yard to permit needed expansion of the Locksmith Shop, Cement Shop, and Electrical Shop.

(Public Works - continued)

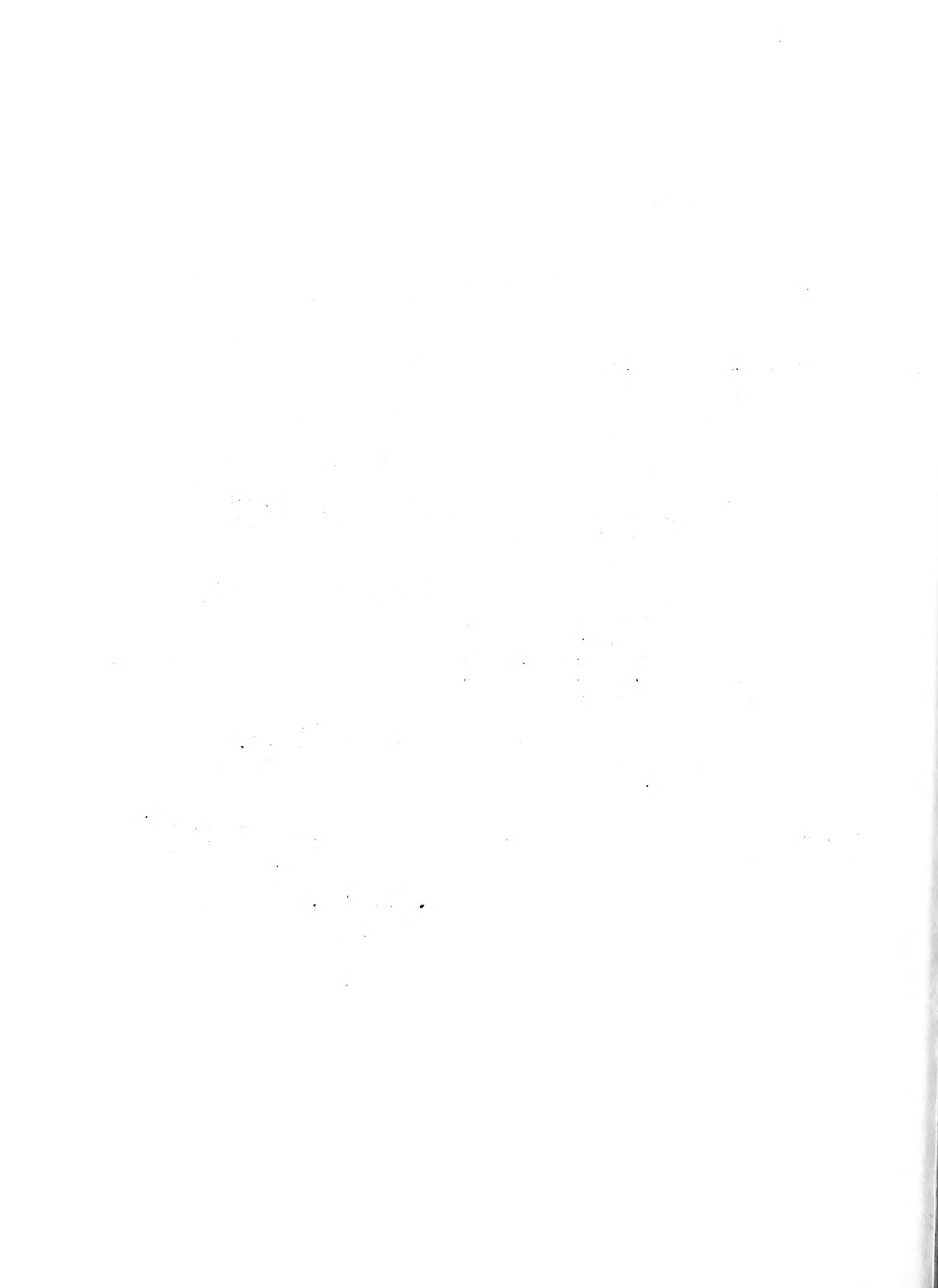
4. Provide assembly shed for the Bureau of Building Repair for the collection and assembly of the numerous materials received from vendors for specific jobs.
5. Provide a carport for the 19 light trucks under purchase order as replacement to a like number of hired trucks.
6. Streetside planting area work should be entirely supported by gas tax funds and not by general tax funds. Temporary use of laborers results in decreased services for necessary street cleaning. Laborers, when assigned to garden duty, are working outside of their classification. Generally they have less knowledge and experience in garden requirements, and earn about \$3.10 per day more than gardeners at the entrance rate.

In conclusion, the Committee feels that Mr. Duckel's department is being operated in a most satisfactory manner, and commends him and his staff on their fine work.

FRED J. CASASSA, Chairman

BENJAMIN MODGLIN

CHARLES FLEISCHMAN



SHERIFF; BOARD OF SUPERVISORS

Sheriff

When the 1956 Grand Jury took over its duties, the late Daniel Gallagher was Sheriff. It was this committee's good fortune to have met with him early in the year. His passing was a real and deep loss to the people of San Francisco.

He was keenly interested, and wholly dedicated, to doing an efficient job. With every available means at his disposal he improved his facilities and the conduct of the routine. There was every humane consideration of his prisoners, at the same time a complete awareness of his responsibility to the community.

While touring the detention facilities of County Jail No. 2 under the guidance of Sheriff Gallagher, it was observed that there was dual detention facilities for prostitutes held under Court 10A, which court had facilities and court procedure at 101 Grove Street, in the Health Center Building. This dual detention necessitated the time and effort of at least eleven persons, plus the extra facilities, for an average case load of less than two a day, at an estimated cost of \$90,000 a year. It was determined that this was an outmoded facility, its need having terminated with the ending of World War II. In coordinated effort with the Courts Committee of the Grand Jury, facts were assembled and a resolution formulated and presented to the Presiding Judge of the Municipal Court, Clayton Horn, urging the consolidation of Court 10A with Court 10, and the closing of the separate facilities at 101 Grove Street. Judge Horn decreed that it be closed on June 1, 1956. This Committee recognizes and appreciates the assistance of the Judges of the Municipal Court, the District Attorney's office, the office of the Chief of Police, the Probation Department, and the Department of Public Health, in assembling the facts.

On our visit with the late Sheriff Gallagher to County Jails #2 and #4 at San Bruno, we were impressed with the fine results accomplished with limited facilities and the obvious benefits of the Farm life to the inmates, and also the benefits from the farm products which contribute to the maintenance of the prisoners.

The problem of recidivism is a continuing one. The solution of this problem is incumbent upon the community, and not upon the sheriff or the jail system.

Former Supervisor Matthew Carberry was appointed Sheriff on May 10, 1956, to fill the unexpired term of the late Daniel Gallagher.

(Sheriff - continued)

On July 20, 1956, Chief of Police Frank Ahern established the policy of picking up "Skid Row" alcoholics and vagrants and holding them for court hearing and jail sentence, to replace the former system of the so-called "Revolving Door" policy for handling drunks. The natural sequence of this program was overcrowding of County Jail #2 due to the extension from overnight or over week-end, to 29 plus days. On occasion, sleeping cots are used in the corridors, creating a hazard.

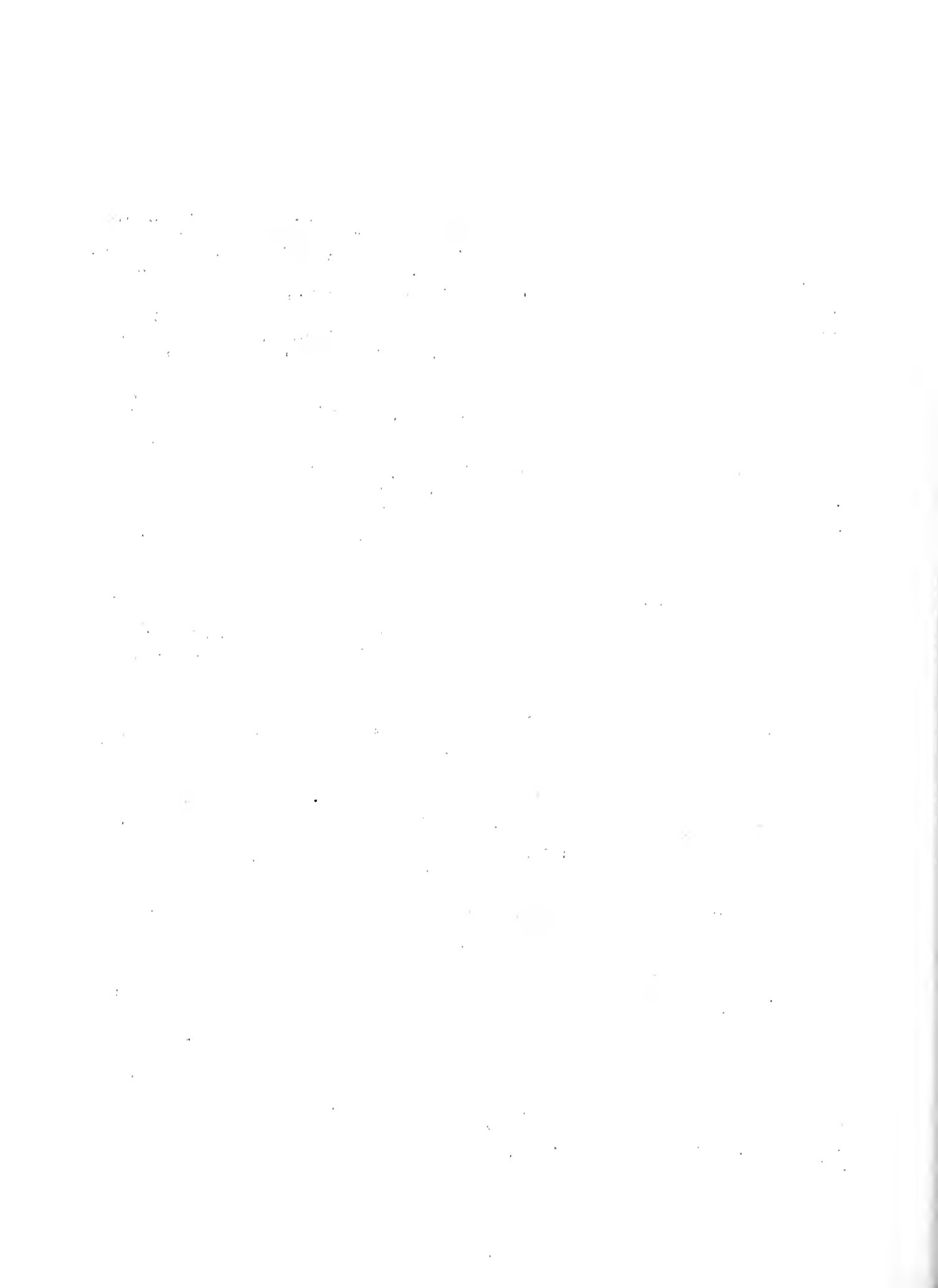
As of June 1, County Jail #2 had 412 inmates. As of September 1, 1956, the county was 591. Needless to say, this tremendous increase of prisoners has brought about a multiplicity of problems, such as the need for additional jailers at night. We found only two jailers and a night captain on duty. In the 1956-57 budget, Sheriff Gallagher requested the added service of eight jailers, with five assigned to County Jail #2. This request was disallowed. In our opinion these positions are necessary.

Increase in the amount of money needed for food alone amounts to \$90.00 per day. A terrific burden on medical care has been imposed because the type of prisoner (alcoholic) is usually in poor health and physical condition, and is a medical risk requiring hospitalization rather than imprisonment. Extreme delirium tremens is common. Sheriff Carberry, with the cooperation of the jail physician, has been pursuing a policy of increasing the scope of medical examinations of all inmates, and he should be encouraged in this undertaking.

Segregation of prisoners is needed. Also increased dental care, care of the tubercular, and care of the chronically ill is needed. A first step in this direction has been made by an effort to establish a rehabilitation farm for seventy men at the Hassler Health Farm in Redwood City.

The problem of the alcoholic is a national social problem, and is far too great to be solved at the level of the county jail. In this direction it should be acknowledged that a Citizens' Committee of fifteen members has been appointed by Mayor Christopher to speed a rehabilitation program for chronic alcoholics. It will work with a technical committee of civic officials. Sheriff Carberry is chairman of both groups.

It is the thinking of this Committee that in setting up the facilities in the new Hall of Justice, it might be well to plan for consolidation of services to prisoners, such as kitchen, laundry, medical services, etc., in order to effect an economy for the taxpayers. The joint services could be paid for on a pro-rata basis.



(Sheriff - continued)

Sheriff Carberry is following the practice of his predecessor in returning to the General Fund all fees for transportation and custody of prisoners held for other jurisdictions.

We of the Committee believe that San Francisco is fortunate in having in its service the high caliber of personnel we have found in its institutions.

Board of Supervisors

We asked for an audience with the members of the Board of Supervisors, and were gratified to meet with those who were able to attend.

It seemed to be their feeling that their part-time services should be augmented by full-time assistants. It is the feeling of this Committee that fewer Supervisors on a full-time basis would be preferable.

MAURICE E. COFFEY, Chairman

(MRS.) MARION F. EVERS

SAMUEL M. MARKEL

COUNTY CLERK; RECORDER-REGISTRAR; PUBLIC ADMINISTRATOR

Recorder

This Committee obtained a complete fiscal report from the Recorder for the year ending June 30, 1956.

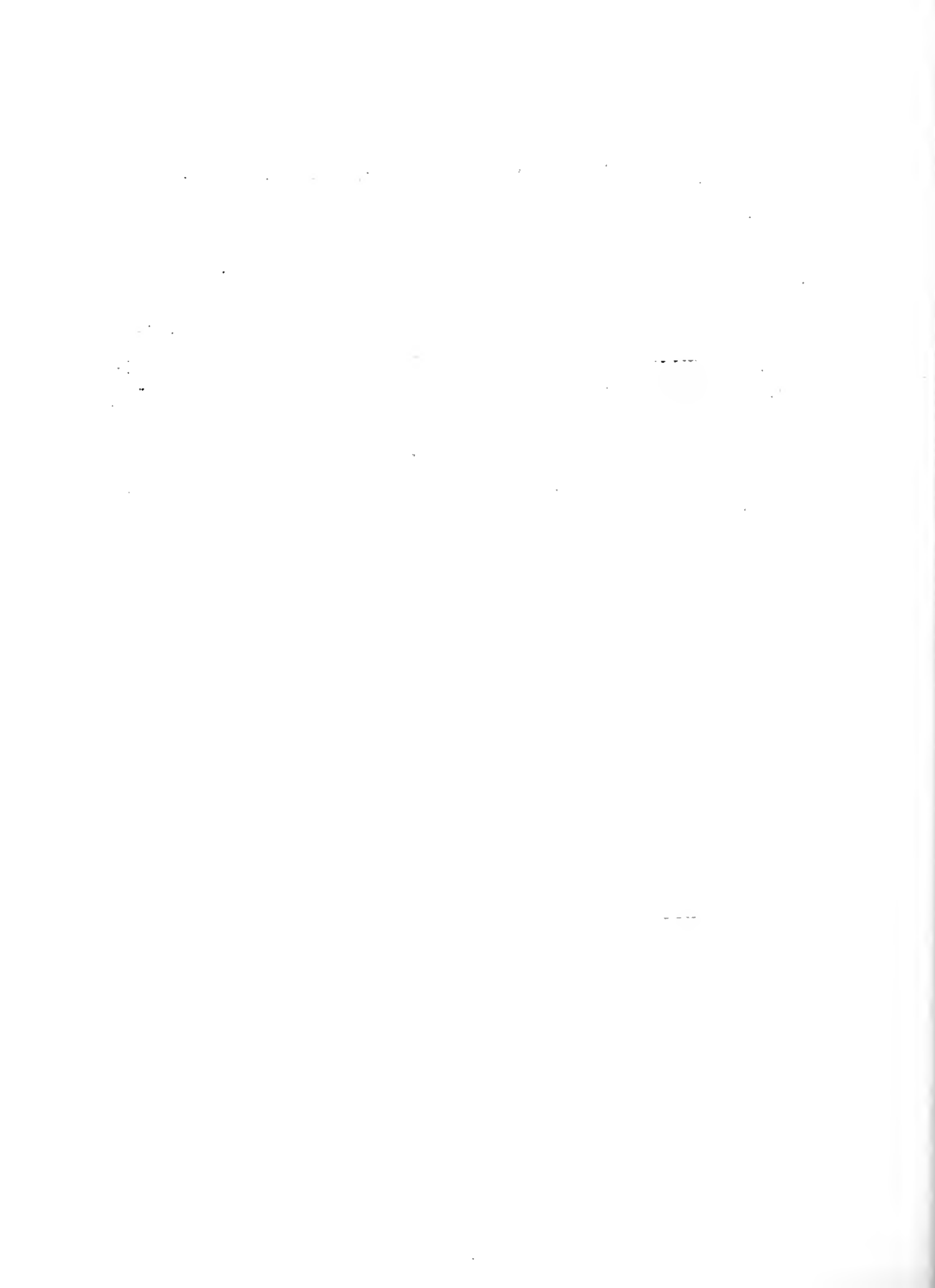
The most significant fact is that the surplus over expenses amounted to \$68,715.31. Mr. Toomey, the Recorder, informed us there are no immediate pressing problems confronting him. His personnel is adequate for normal working conditions, and when emergencies arise he makes temporary assignments of needed clerical aid from his other office, Registrar of Voters, to meet the demands. In this manner, any additional expense for clerical aid is avoided.

Mr. Toomey believes it will be several years before his space problem becomes acute, but this is included in his long-range plans.

GEORGE P. FREUND, Chairman

SYLVAN SPENCER

JOHN THOMAS



RECREATION-PARK; REAL ESTATE; WEIGHTS and MEASURES

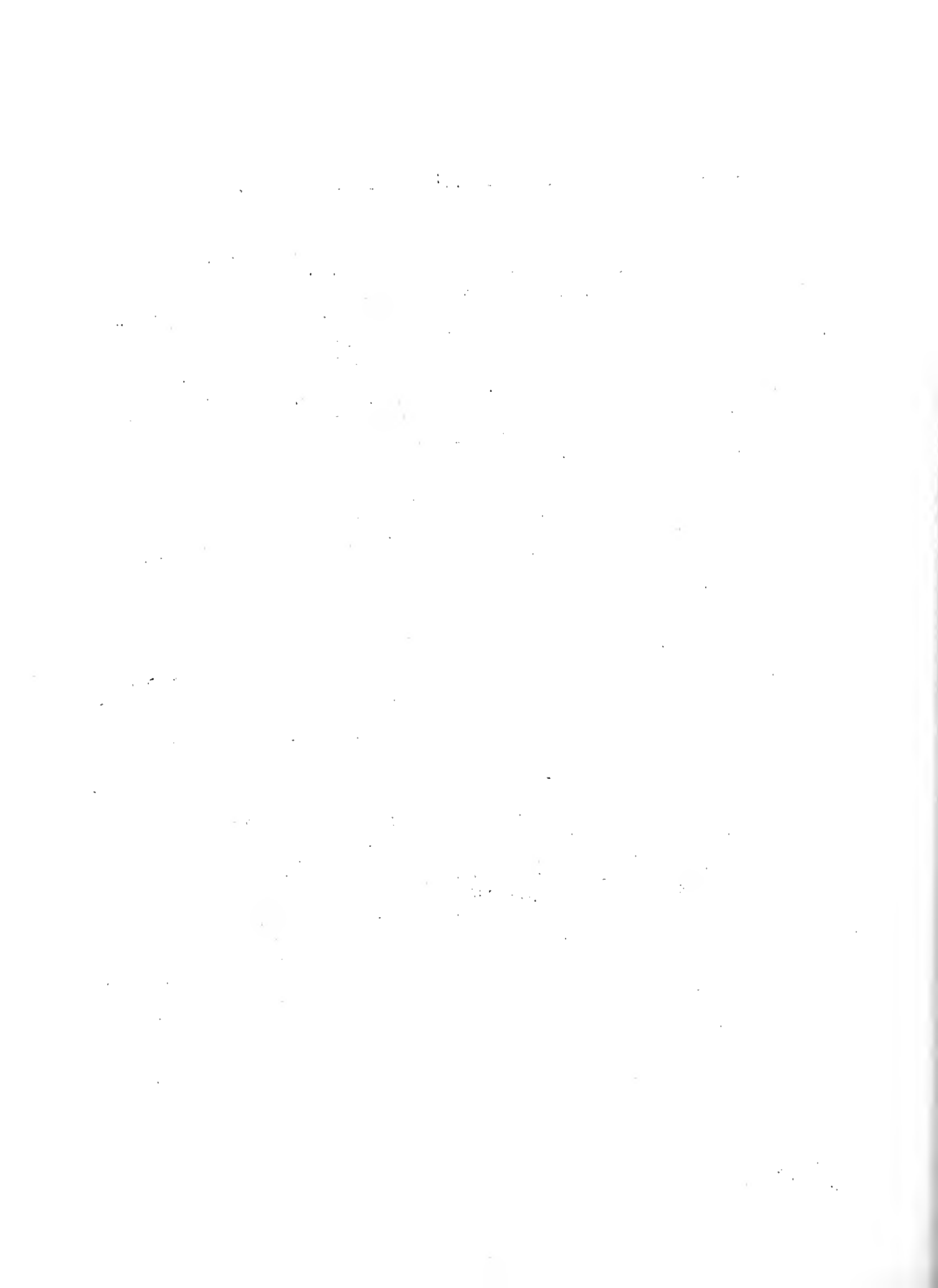
Recreation-Park

San Francisco's Recreation and Park Department plays host, in a variety of ways, to some 10,000,000 people annually in specific forms of recreational entertainment. These things range from trout fishing and golf at Lake Merced to tea drinking at the Japanese Tea Gardens; from "Tiny-Tot" Singing Groups at a recreational center to providing football facilities for the Forty-Niners at Kezar Stadium. In addition to all this, at least 12,000,000 more people flock each year to world famed Golden Gate Park, to loll on its lawns, admire its flowers, row on Stow Lake, ogle its buffalo, or just to take the family on a traditional Sunday drive.

All of these facilities take supervision, planning, maintenance, and, of course, money to operate. This enterprise, which looms big among the City's large operations, is well guided by General Manager Max G. Funke, serving under Commissioners Sutter, Parr, Coffman, Gallagher, Herz, Moore, and Zimmerman. Due to monies voted in the bond issues of 1947 and 1955, enlargement of playgrounds, recreation centers and specialized recreation facilities either are completed, as is the case of the \$12,000,000 1947 issue, or are under way with architects and engineers, as is the instance with the \$7,000,000 1955 bond issue. For this \$19,000,000 expended, San Franciscans will receive some 26 new playground and recreation centers, major repairs and rehabilitation to 9 others, as well as swimming pools judiciously located throughout the City, and an entirely new, much needed, 9-hole golf course at John McLaren Park.

All of these things are becoming more necessary and good under present day living, with a shorter work week and "three weeks vacation with pay", but they do reflect themselves in the continued expansion of recreational facilities such as we are obtaining with our '47 and '55 bond issues. It is hoped that once these new centers and playgrounds are finished, we will no longer revert to our old policies of deferred maintenance, but instead will stand behind the commissioners and the general manager in their requests for funds needed for normal annual repair and upkeep, knowing that when these things are done at the proper time and when requested, they will forestall more extensive work at a future date.

It is fortunate for San Francisco that we have merged our Recreation and Park services (1950), in light of the recreation facilities we were thus able to place in Park properties under the aforementioned bond programs, and operating them without the overlapping inefficiency which would have come from the old dual system. This Committee feels that General Manager Max Funke is to be commended for the excellent work he has done in



(Recreation-Park - continued)

expediting this consolidation program, which has raised the all-over efficiency of this Department's widespread activities.

This, and previous Grand Juries, concur with the Commission and the General Manager in opposition to encroaching on any part of Golden Gate Park by the construction of either "overhead" or "parkway" type freeways. If freeways must go through the Park, they must be constructed underground, so as to leave the face of our wonderful park unaltered.

An extensive campaign against vandalism, both in the Park and at recreation centers has, due to full cooperation of the police department, brought about a marked reduction in teenage depredations.

This Committee finds the Recreation and Park Department to be in many instances, a large revenue producer, i.e., Kezar Stadium, the several golf courses, and the many concessions operated within its properties. It is sincerely hoped that this Department will look favorably upon an admission charge to the Zoo upon its expansion and development under the "Master Plan", the preparation of which is now under way. Certainly a small admission charge (.25¢) levied on adults only, shows promise of collecting as much as \$250,000 annually. This would go far toward maintenance of properties, feeding, and purchase of new animals at the Zoo, which has now reached the point where Commissioners Moore and Zimmerman estimate that \$438,000 will be needed to bring its facilities up to standard.

Famous zoos, both abroad - Berlin and London - and in this country - Bronx, Brookfield, Philadelphia, and San Diego - show handsome operating profits derived from an admission charge. Certainly San Francisco, with its ever-present tax problems, must face up to how much of a zoo it can afford, and in order to make this attraction a first-class one, we have to inaugurate a "pay-to-see" program.

In conclusion, this Committee wishes to express its thanks for the cooperation and help given it by the Commission and the Department staff, headed by Mr. Max Funke. It is hoped that future grand juries will lend force to requests made for funds to be used for maintenance and repair items, and will expedite completion of the Zoo Master Plan, keeping in mind the ultimate need for an admission charge.

Weights and Measures

During the year, Mr. O. C. Skinner, Jr., Sealer and Director of the Department of Weights and Measures, together with his seven employees, examines and seals over 50,000 types and kinds of pumps and scales, ranging from the largest grain elevator type to the most minute weighing device in a prescription pharmacy. In addition to this, package goods bearing specified weights on the container (as required by law) are examined and checked at the manufacturing level or plant. On top of these duties is the inspection of hydraulic brake fluid and anti-freeze, to make sure that only brands approved and tested by the State of California are sold by garages and service stations. In addition, the Sealer supervises the operation of the San Francisco Farmers' Market, an enterprise which nets the City a profit in excess of \$18,000.00 annually.

Facilities of the Sealer seem adequate, with the exception of a much needed meter testing and calibration plant, which definitely comes under the heading of a necessity, in light of the gasoline sales alone in this City, which exceed 250,000,000 gallons per year. Land for this meter testing plant is available at the Third Street and Jerrold Avenue Sewage Disposal Plant site, but the \$35,000 needed for its construction has been deleted from each annual budget by the Finance Committee of the Board of Supervisors. Certainly the potential savings to San Franciscans by the operation of this testing plant would far and away exceed the cost of its installation, and this Committee recommends once again that it be installed.

WILLIAM S. BAGGE, Chairman

JOHN THOMAS

FRED CASASSA

JUVENILE DEPARTMENT

Following is the final report of the Juvenile Committee of the 1956 Grand Jury. This committee, and the Grand Jury as a whole, has followed with great interest the operation of the Juvenile Court.

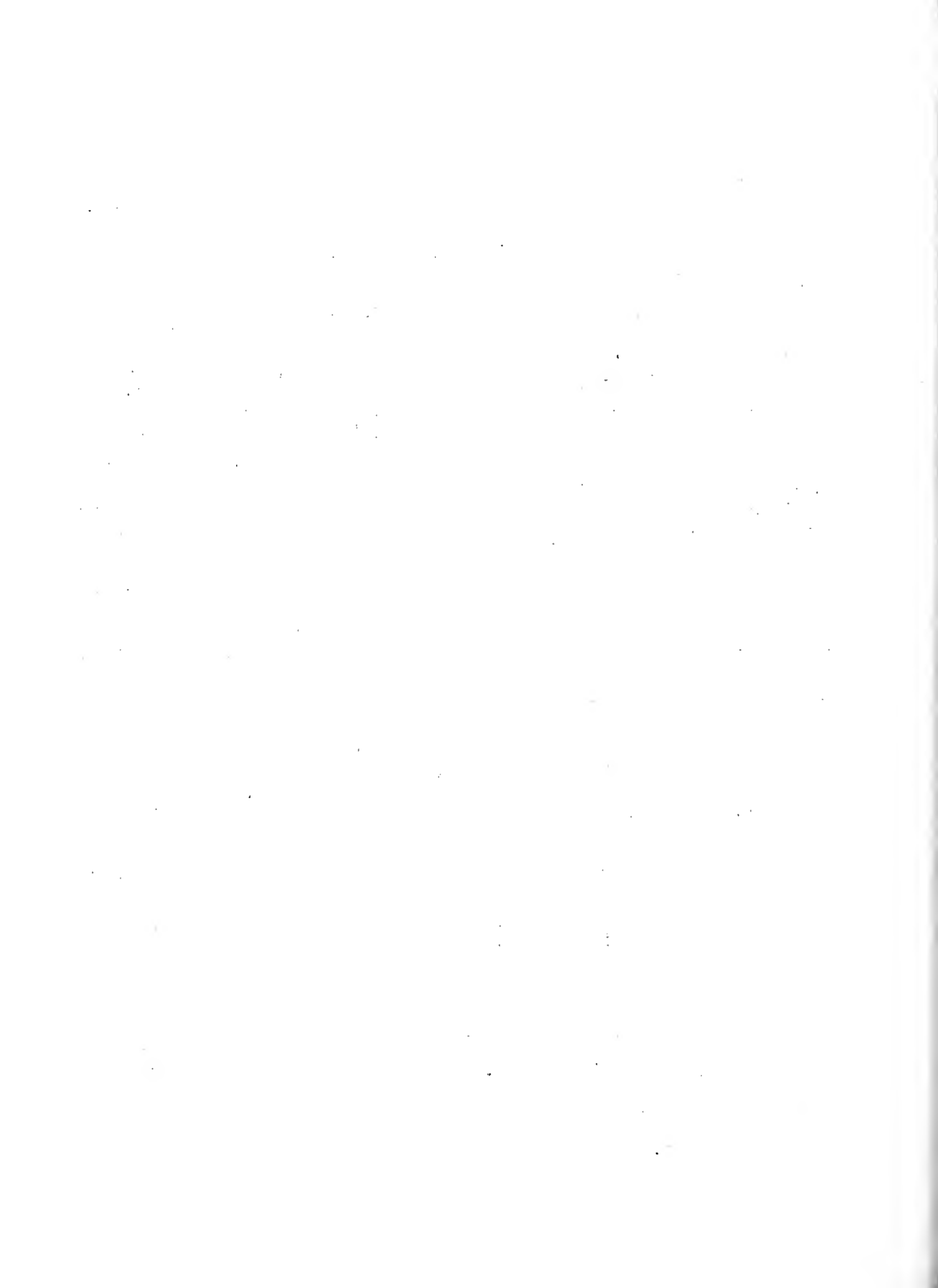
Composed of three departments, Probation, Juvenile Hall, and Log Cabin Ranch, the Court is presided over by Superior Judge Melvyn I. Cronin, now completing his third year in this department. The Jury wishes to commend Judge Cronin for his earnest and understanding approach to juvenile problems. San Francisco can consider itself fortunate indeed in having such an outstanding jurist to deal with its juvenile cases.

Early in the year the entire Grand Jury inspected the facilities at Log Cabin Ranch, and in October it visited the Youth Guidance Center. On these occasions, and on the numerous visits of the Committee, it was impressed with the capable management at Log Cabin Ranch and Juvenile Hall. The functioning of the Probation Department also is smooth and efficient. Chief Juvenile Probation Officer Mr. Thomas F. Strycula is to be commended for the excellent management of all the departments of his jurisdiction. Throughout the year Mr. Strycula and all his department heads have been most cooperative with this Committee.

(Probation Department)

The referrals to the Probation Department during 1956 have increased approximately 20%; however, the Probation Department has had no additional probation officers assigned since 1948, despite repeated requests in annual budgets. Chief Probation Officer Strycula reorganized the Probation Department in March of 1956, so that each probation officer would carry a full share of responsibility and work load. On October 30, the Boy Division had an average caseload of 85 boys per probation officer; the Girl Division an average caseload of 50 per officer. At the end of 1956 the results of this reorganization of probation officers will be studied, and if it is concluded that additional probation officers are needed it is recommended by this Committee that the additional probation officers be allowed in the 1957-58 budget.

The Grand Jury takes note of the fact that work with neglected children constitutes the major portion of the caseload carried by the Juvenile Court. For each child made a ward of the court for misconduct, there are two wards due to unfortunate circumstances beyond their control. The citizens of San Francisco should recognize the fine work being done for these neglected children.



(Juvenile - continued)

The Grand Jury wishes to congratulate the Volunteer Auxiliary of the Youth Guidance Center, and other volunteer workers, for doing such a splendid job in augmenting the professional staff in their work.

(Juvenile Hall)

The Board of Supervisors has resolved that a special committee appointed by the Presiding Judge of the Superior Court analyze the Youth Guidance Center to determine if the Juvenile Court should remain in the building, or another City department be given occupancy. The committee is also to determine improvements or modifications to be made in the Youth Guidance Center if the Juvenile Court is to remain in the building. This Grand Jury committee feels that the Youth Guidance Center is well adapted to the work of the Juvenile Court and should not be relinquished to another department of the city government.

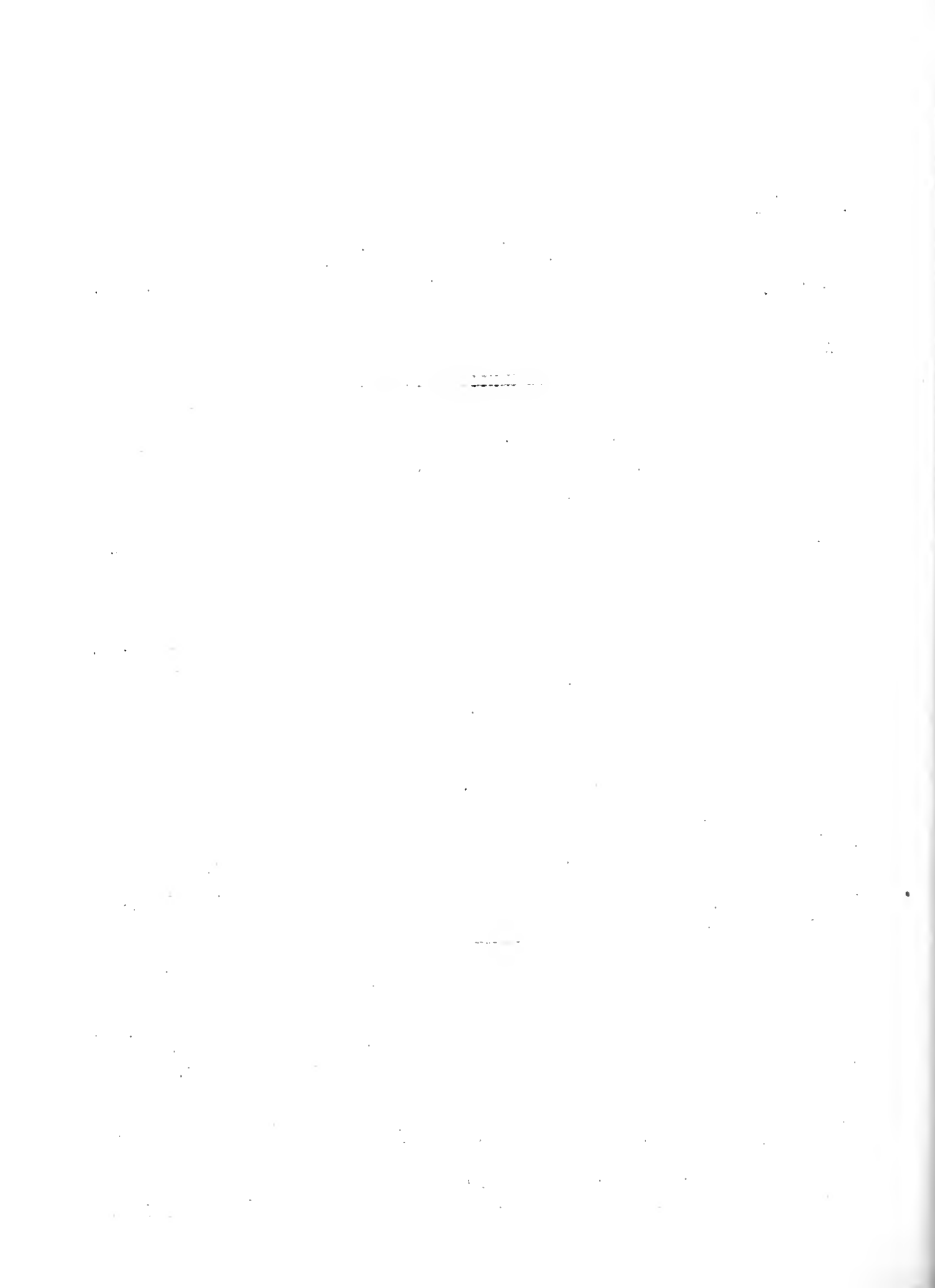
Among improvements to the Youth Guidance Center that appear essential is the addition of security rooms for extremely disturbed youngsters who need to be removed temporarily from cottage life. This can be done economically by joining several cottages with connecting corridors made into maximum security rooms. They would be quickly accessible, and there could be visual supervision without providing additional staff members.

There is also the problem of transporting food over an open road from the main kitchen in the Service Building to the Children's Cottages, which are located a short but difficult distance away, due to a very steep incline that must be travelled. It is recommended that either an overhead passageway or an underground tunnel be provided through which food carts could be moved easily. Although no overwhelming problems are posed in transporting food in the open during good weather, the winter months make it hazardous.

The large unused kitchen located in the Nursery should be put to good use. The plan to convert it into a children's playroom is excellent, and the Volunteer Auxiliary, which is underwriting the financial cost of this project, is to be commended for this splendid effort to provide indoor recreation space for toddlers who now have no place to play inside the Nursery.

Because there is a shortage of adequate storage space at the Center, efforts should be made to convert the large area above the boiler room to meet this serious lack.

With regard to personnel in Juvenile Hall, one additional staff member should be obtained to act as booking officer



(Juvenile - continued)

in the superintendent's office during night hours. At the present time the Assistant (Night) Superintendent is given this responsibility, thereby preventing his circulating throughout the entire plant at night to insure that all the children's activities are functioning properly.

Because there is such a great need for the services of a carpenter and a painter to be on duty full-time at the Center, it is recommended that these two positions be budgeted in the Juvenile Hall section of the budget of the Department of Public Works. Their wages are currently paid from "Unforeseen Miscellaneous Repairs" in that budget. When other crafts are required to effect building maintenance and repair, the carpenter and painter must be removed to provide funds; otherwise other tradesmen cannot be brought in. In addition to building maintenance and repair, a budget carpenter and painter could be required to work on repair of equipment.

Only \$500.00 was appropriated in the current budget for haircuts for children lodged in Juvenile Hall. This sum is inadequate, inasmuch as the contract for this work allows \$1.00 per haircut, and the number of children needing haircuts is in excess of five hundred. The Grand Jury noted during its several tours of Juvenile Hall that far too many children were in need of this service, but because of lack of funds the condition could not be remedied.

The amount appropriated in the current budget, as well as in past budgets, for recreational supplies for children in Juvenile Hall is most inadequate. The current budget allocates \$300.00 for the year, and with over 4,000 children being admitted to the Hall annually, it is obvious that this sum does not approach the recreational needs. As a consequence, the Volunteer Auxiliary has been required to provide supplemental recreational supplies, and because their budget is also limited, the recreational program is suffering. The Grand Jury therefore recommends that the 1957-58 budget provide for adequate funds to meet these needs. The Chief Probation Officer is currently making a personnel study, and careful note of the results of this survey should be made by the 1957 Grand Jury.

(Log Cabin Ranch)

A great deal of public interest has been focused on the Log Cabin Ranch School at La Honda. Grand Jury reports for several years have stressed the need for planning and rebuilding of the insufficient facilities, and it is gratifying that much progress is being made in the improvement of Log Cabin Ranch.



(Juvenile - continued)

Since the 1955 inspection report made by the Youth Authority, the following recommendations have been fulfilled:

1. The construction of a new recreation hall is presently in progress and should be completed by November 15, 1956. Funds have not been provided for certain recreational equipment, and members of the Grand Jury as individuals are endeavoring to interest the public in furnishing the Recreation Hall with the needed items.

The indoor recreational program has limped along since the old recreation hall burned down, and now that replacement of the hall is complete, an adequate program is assured. As additional counselors have been assimilated into the staff, the program has improved in many ways. One of the additional services has been group singing. One of the new counselors is a boxing instructor, which has enhanced this phase of the indoor recreation program. A new TV set has been acquired.

The outdoor recreational program has included field trips, beach parties, attending movies and hardtop races, and various joint ball games involving the Golden Gate Breakfast Club. Sports clinics have been conducted. Saddles have been acquired and may lead the way to horseback riding when riding horses can be secured. The school teachers are still conducting daily physical education programs, and in addition to this educational requirement there are the swimming pool activity, horse shoe pitching, tether ball, and basketball courts.

The outstanding assistance of the Golden Gate Breakfast Club through its Guidance Committee, and the help to the Ranch of the Lions Club, Mission Kiwanis, and the South of Market Boys, is greatly commended.

2. On January 1, 1956, two new group supervisors were added to the Ranch staff. The personnel now meets the minimum requirements as stated in the camp's standards. The addition of the new staff members has permitted the director to visit other camps throughout the state, thereby acquiring knowledge of other techniques and solutions to some of the Log Cabin Ranch problems.

3. An in-service training program was inaugurated for the personnel development of the staff in January, 1956.

4. Menus are now being planned in advance by the cooks.

The capacity of Log Cabin Ranch is 53 boys. Funds have been provided for the replacement of the boys' dormitory, and when this is completed the capacity will be increased to 80.

(Juvenile - continued)

In the master plan for rebuilding Log Cabin Ranch, there is included a plan for 3 classrooms, the large school shop building, and office space for teachers. The plan for the school group will cover an area of 6,700 square feet at an estimated cost of \$130,000. This will replace the group of buildings consisting of quonset huts and temporary classrooms. The present shop building location is well situated, and the machinery so set up to permit an efficient shop program.

Some of the new physical improvements that have been made in the past year include the following:

1. The outside of the kitchen has been painted by the boys.
2. Barbecue tables have been constructed by the boys.
3. The chlorination for the water storage has been completely overhauled, and cleanout valves have been installed.
4. The sewer plant has been overhauled by the Department of Public Works.
5. Damage to one residence and kitchen during a storm has been repaired.
6. A fence has been built around the ballfield by the boys.
7. The fire boxes throughout the Ranch have been modified to facilitate better fire control.
8. A cement ramp has been added to the corral for the milk cows at the farm by the boys.
9. A bull pen has been built at the farm by the boys.
10. Damage to the water reservoir has been repaired by the boys.

It appears advisable to continue the program of building one new building each year. \$100,000 has been appropriated to construct a new dormitory in accordance with the Master Plan. It is recommended that the next building be a replacement of the present kitchen and mess hall, which is now in deplorable physical condition. The proposed dining area on the Master Plan will seat 100 and provide cafeteria service and adequate storage area. The estimated cost is \$125,000, plus \$8,000 for equipment.

In the 1956 Report of the Youth Authority, the following excellent comments are set forth:

"Considerable improvement can be noted in the program. Some of the more dilapidated buildings have been replaced. The morale among the staff and boys is higher as a result of improvement in such things as in-service training, counselling, and over-all camp operation. The job relations that have been developed by the Director and the staff members have provided adequately for vacation and sick relief. Supervision is better, and the number of runaways has been reduced.

(Juvenile - continued)

"The inspectors responsible for approving the sanitation, building safety, school program, and fire safety have all been very enthusiastic about the progress of the ranch and its general development. The outlook is very optimistic for the future development of the ranch rehabilitation program. No specific recommendations are being made this year because of the progress that has been made, but mention will be made of the need for a communications system to inter-connect the sparsely located buildings. This would tie in the communications of all people involved in the program and make for a more efficient operation."

This Grand Jury Committee recommends the following improvements to the Ranch:

1. Because the boys at the Ranch are frequently taken on trips away from the premises for recreational and educational purposes, the lack of adequate transportation is acutely felt. It is therefore recommended that provision be made in the 1957-58 budget for a bus to fill this pressing need.
2. It has been pointed out by the Fire Marshal of San Mateo County that an adequate incinerator is necessary in order to protect the surrounding countryside from fire. Requests in previous years for an incinerator have been denied on grounds that the existing makeshift incinerator is adequate. However, it is now on the verge of complete deterioration and should be replaced.
3. The access road to the Ranch, slightly over a mile in length, is a single-lane road with many dangerous curves. There are too few turn-outs, and they are not located in critical places. Funds should be provided in the 1957-58 budget to remedy this problem by providing greater safety for vehicles meeting each other from opposite directions. The services of the Road Engineering Department of the Department of Public Works should be utilized to the fullest extent in this connection.

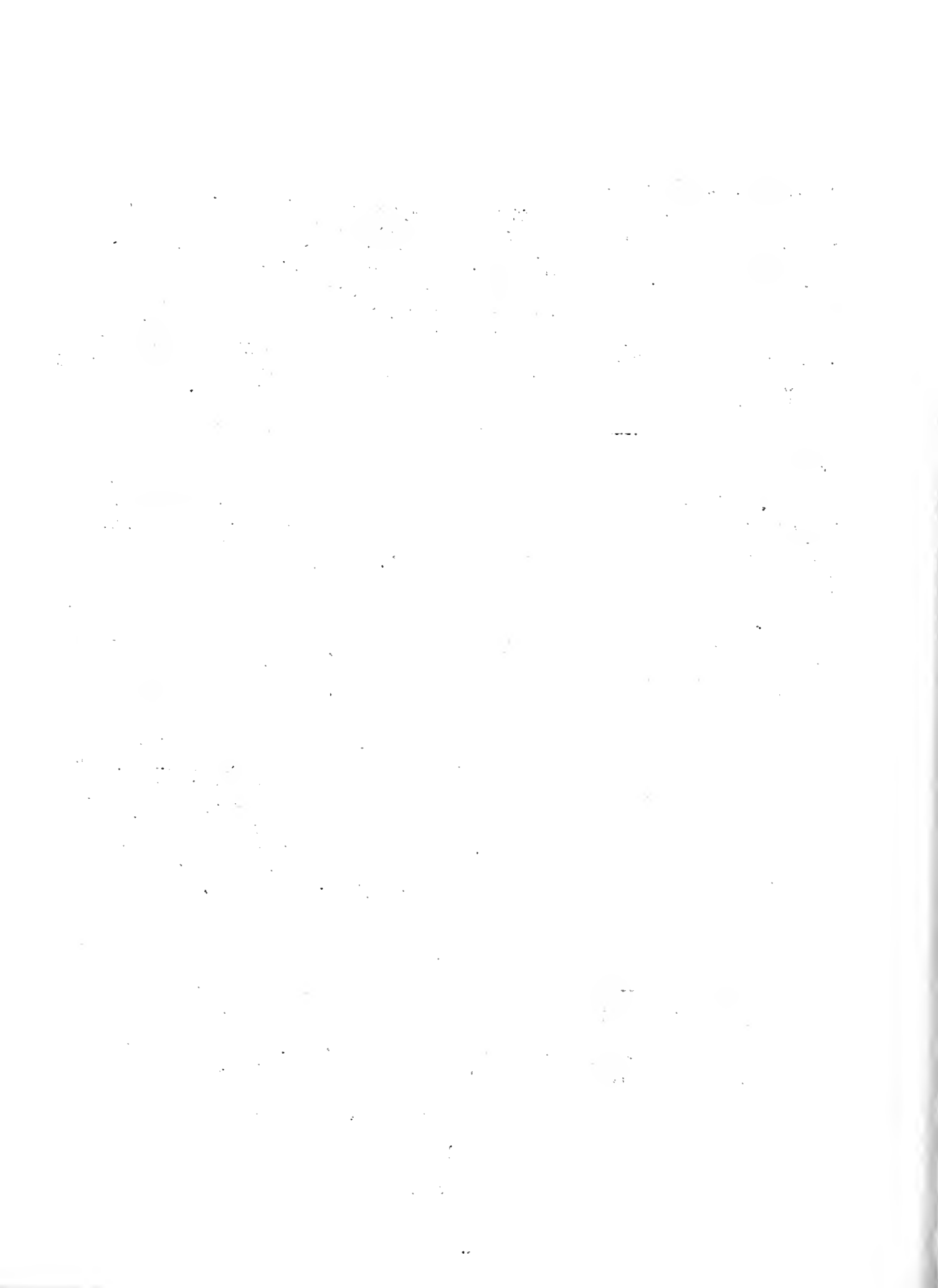
The Mayor and the Board of Supervisors are to be congratulated on the progressive approach which they have taken toward the Log Cabin Ranch School situation. Continuation of the progressive building program is most desirable.

This Committee wishes to commend Mr. E. Chay and his staff on the excellent performance of their duties.

WALTER S. NEWMAN, Chairman

FRED CASASSA

WILLIAM BAGGE



HOUSING AUTHORITY

Your Housing Authority Committee has made an extensive study of the operations and facilities of the San Francisco Housing Authority, and may we say in passing that we commend this subject to all citizens interested in the welfare and home life of those people embracing the lowest income brackets. It would be a rewarding experience.

Incidentally, the San Francisco Housing Authority is unlike any other governmental agency in our midst in that its functions, although dedicated solely to the service of our citizens, by both State and Federal law, is set completely apart from our municipal government. Its only relationship to the municipal family is the cooperation contract between the City and the Housing Authority, and the fact that its commissioners are appointed by the Mayor. Once appointed they may be removed only for cause; i.e., dereliction of duty.

The Housing Authority was created as a result of passage of the United States Housing Act of 1937 and State enabling legislation in 1938. In actual operation the affairs of the Housing Authority are almost exclusively with the Federal authorities.

The Federal government advances temporary construction loans; it approves the need for and the plans of proposed projects. It guarantees to holders of bonds issued by the Authority the full credit of the United States Treasury for the payment of interest and repayment of principal. In addition, it guarantees the San Francisco Housing Authority an annual cash subsidy, which in 1956-57 will total \$1,280,000.00. It is this subsidy which permits the Housing Authority to house low-income families at moderate rates of rental, thus increasing the purchasing power of these families by an appreciable amount.

The San Francisco Housing Authority is unique also in that it is one of the few governmental agencies that pays its own way so far as the City is concerned. A feature of the cooperation agreement between the City and the Housing Authority is the provision for payments in lieu of taxes to the City treasury. In 1956-57 these will total \$162,500. To date the Housing Authority has paid a total of \$3,930,874 in lieu of taxes.

The fiscal affairs are regularly audited by the Federal Public Housing Administration. During the current year the Authority has had five special reviews, two of which came in the regular course of operation with the Public Housing Administration, and three which were initiated by the San Francisco Housing Authority. It was observed that the San Francisco Housing Authority has made it a practice to seek the counsel and services of business specialists and experts for the purpose of improving the efficiency of Housing operations.

The first part of the report deals with the general situation of the country. It is a very interesting and informative study of the country's development. The author has done a great deal of research and has gathered a wealth of material. The report is well written and is a valuable contribution to the study of the country.

The second part of the report deals with the economic situation of the country. It is a very interesting and informative study of the country's economic development. The author has done a great deal of research and has gathered a wealth of material. The report is well written and is a valuable contribution to the study of the country.

The third part of the report deals with the social situation of the country. It is a very interesting and informative study of the country's social development. The author has done a great deal of research and has gathered a wealth of material. The report is well written and is a valuable contribution to the study of the country.

The fourth part of the report deals with the political situation of the country. It is a very interesting and informative study of the country's political development. The author has done a great deal of research and has gathered a wealth of material. The report is well written and is a valuable contribution to the study of the country.

The fifth part of the report deals with the cultural situation of the country. It is a very interesting and informative study of the country's cultural development. The author has done a great deal of research and has gathered a wealth of material. The report is well written and is a valuable contribution to the study of the country.

The sixth part of the report deals with the future of the country. It is a very interesting and informative study of the country's future development. The author has done a great deal of research and has gathered a wealth of material. The report is well written and is a valuable contribution to the study of the country.

(Housing Authority - continued)

A Public Housing Administration annual review covers management and leasing. Another includes management and maintenance studies. Outside of the scope of PHA, the General Accounting Office in Washington, D.C. just recently concluded an extensive study of the overall operations of the local Authority.

In addition to these, the San Francisco Housing Authority has called on Ernst & Ernst for studies in the field of management engineering. The firm of John F. Forbes was asked to make a study and recommendation of the fiscal and accounting practices of the agency.

All of the above commends to your Committee the competency of the Housing Commission and its staff to function as the City's largest landlord, sheltering as it does 7,424 families in 21 projects distributed in various sections of the City. Altogether, the San Francisco Housing operation represents an investment of \$50,000,000, devoted solely to the improvement of the home life of low-income families.

Currently the Housing Authority has only two projects under construction, both now nearing completion: Hunters View, with 350 apartments, and Harbor Slope, with 226 apartments. In the planning stage is an Annex to Yerba Buena Plaza that will have 164 units, some of which will be specially planned for elderly people; and Double Rock, with 352 apartments.

In closing we wish to point out that the Housing Authority is governed by a commission of five members, who, by State law, serve four-year terms and without remuneration.

Your Committee highly commends the integrity of the Housing Authority operation, and came away from its examination of the plant and operation convinced that this is an agency dedicated solely to the public interest of the City and County of San Francisco.

B. F. MODGLIN, Chairman

ABRAM JAFFE

GEORGE FREUND

REDEVELOPMENT AGENCY

The Redevelopment Agency of the City and County of San Francisco was created pursuant to authority of the Constitution and Statutes of the State of California, including, particularly, Resolution No. 7779 (Series of 1939) adopted by the Board of Supervisors on August 9, 1948. The Agency was organized on October 4, 1948, and has been in existence since that date without interruption.

The Agency is governed by a board of five members who are nominated by the Mayor to serve fixed terms, and are confirmed in office by the Board of Supervisors. The Agency has a chairman, a vice-chairman, and a full-time secretary. The head operating officer is the Agency Director, Eugene J. Riordan.

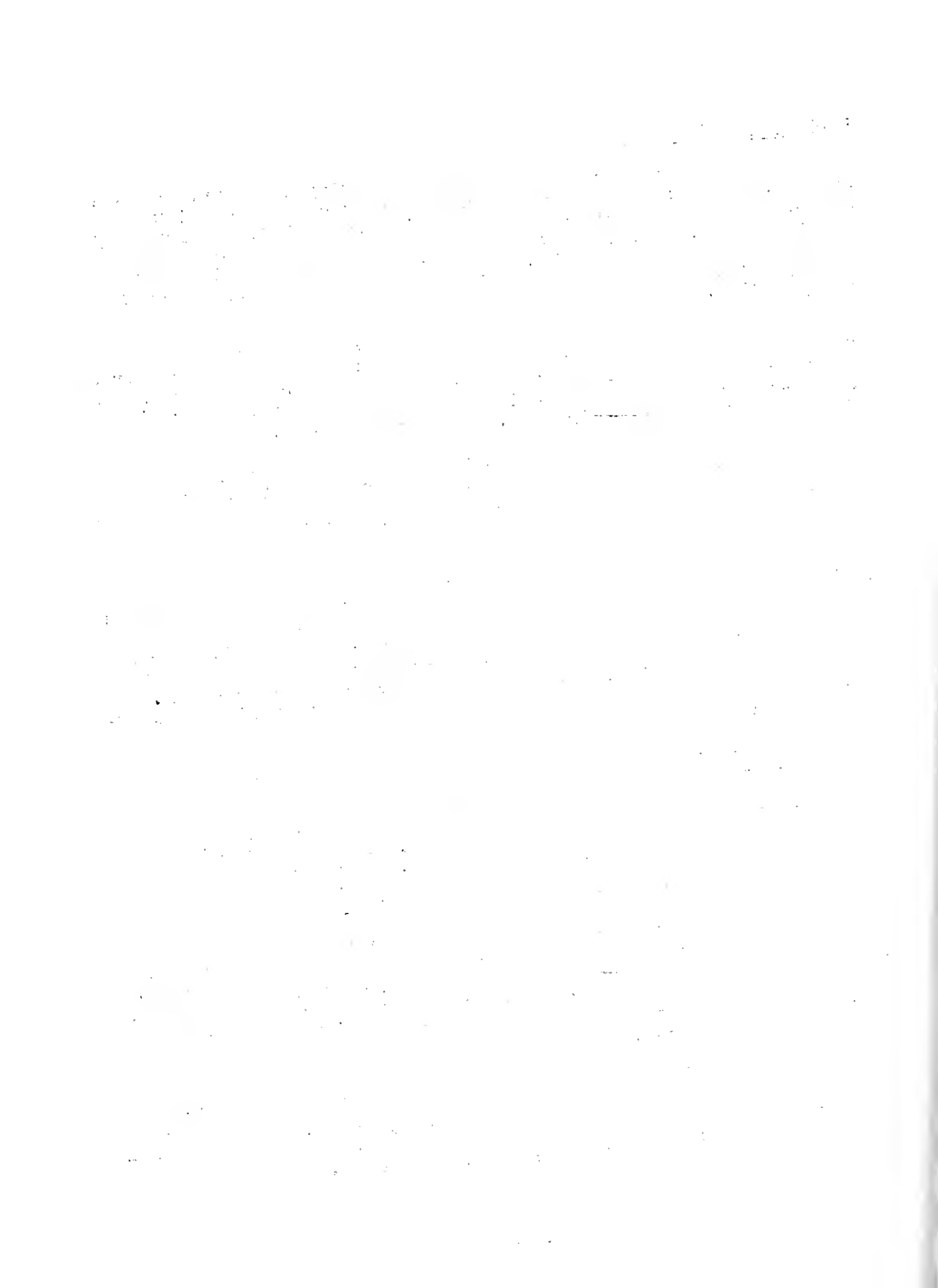
The Redevelopment Committee of the Grand Jury has been kept informed of the Agency's activities by receipt of copies of the weekly minutes of each regular meeting, studies of all material appearing in newspapers, including editorials on the many aspects of the various projects.

Since the Agency's meeting of September 4, 1956, the five Board members have been composed of Chairman Joseph L. Alioto, Vice-Chairman Lawrence Palacios, Dr. J. Joseph Hayes, and John W. Mailliard III and Sydney G. Walton, who succeeded Roy P. Cole and James E. Stratten. Mr. M. C. Herman is Secretary, and from the City Attorney's office, Mr. Morley Goldberg is their counsel. Sixteen other Agency staff personnel occupy staff positions classified as follows:

Senior Right-of-Way Agent	Rehousing Specialist
Right-of-Way Agent	Senior Accountant
Planning Chief and Assistant	Accountant
Director	Senior Clerk Stenographer
Engineer	2 Genl. Clerk Stenographers
2 Associate Redevelopment	2 Genl. Clerk Typists
Planners	General Clerk Typist and Receptionist.
Draftsman - Delineator	

The salaries of Mr. Riordan and eighteen other full-time employees, in addition to operating expenses, are paid from Federal government allocations, with the exception of some \$2,600 a year supplied by the City for fees to board members, and occasional special appropriations or private contributions earmarked for specific projects.

In conversation with Chairman Alioto, he respectfully pointed out that all projects are being handled strictly within the laws governing the Redevelopment Agency; also, that all of their operations, activities and records are available to responsible persons for their inspection upon request.



(Redevelopment Agency - continued)

The Agency has been engaged, during 1956, on four major redevelopment plans, but chiefly in the continuing work on the federally-financed projects in Western Addition and Diamond Heights. The projects and progress this year follow:

WESTERN ADDITION - (85 acres) Commencing at St. Joseph's and Geary Streets and moving clockwise, is bounded generally by Geary, Divisadero, Post, Franklin, Ellis, Gough, Eddy, Laguna, Ellis, Hollis, O'Farrell, Steiner, Ellis, Pierce, O'Farrell and St. Joseph's Streets.

The final redevelopment plan was approved by the Federal Urban Renewal Administration in February, 1956 and by the Supervisors on May 28, 1956. It is anticipated that a federal loan of \$16,238,846 and a grant of \$7,951,318 will be received by the Agency in December. Final acquisition appraisals then will be made. All but 33 properties are to be purchased by the Agency, beginning about April, 1957.

Another important phase of the Western Addition project includes the widening of Geary Street from Franklin west to St. Joseph's Street into a six-lane Expressway, which will alleviate present congestion and speed traffic both ways. This will be facilitated with an underpass at Fillmore Street. Acquisition of property for this Expressway is contemplated to start in the early part of 1957, and when completed will undoubtedly be favorably received by the community at large.

DIAMOND HEIGHTS - (324 acres) Commencing at O'Shaughnessy Boulevard and Portola Drive and moving clockwise, is bounded by Portola Drive, Clipper, Douglass, Twenty-eighth, Diamond, Valley, Castro, Thirtieth, Laidley, Sussex and Bosworth Streets and O'Shaughnessy Boulevard.

A federal loan of \$6,790,882 and a grant of \$915,988 was approved by the Urban Renewal Administration in January, 1956. In May, 1956 the Agency authorized a \$108,000 contract with Punnet, Perez & Hutchison, San Francisco, for final engineering. An initial \$2,786,000 appropriation of loan funds was received in August, 1956 to pay for the engineering and purchase of all but sixty properties, which are exempt through participation of the owners in the redevelopment project approved by the Agency. Property acquisition has been under way since September, 1956. A contract for demolition of structures is to be let in November, 1956.

AREA E - (42 acres) Commonly referred to as the Produce Market, commencing at Montgomery and Washington Streets and moving clockwise, is bounded by Washington, Battery, Broadway, the Embarcadero, Howard, Steuart, Market, California, Drumm, Sacramento, Battery, Commercial, Leidesdorff, Clay and Montgomery Sts.

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(Redevelopment Agency - continued)

A group of San Franciscans donated in excess of \$50,000 to the City to pay a private architectural firm to execute the first two stages of planning for reconstruction of this area. The firm, working with guidance of the Agency and the City Planning Commission, expects to complete the plans by mid-January, 1957.

SOUTH BASIN - (52 acres) Is bounded by Thomas and Carroll Avenues and Jennings and Hawes Streets. With close to \$10,000 supplied by a private group, the Agency drafted a plan for construction of a new wholesale produce terminal at South Basin, the project to be financed entirely through private contribution. The final plan was approved by the Supervisors on March 13, 1956. In April, 1956, the backers sought a \$1,100,000 subsidy from the City, thus requiring a change in the plan. There were subsequent offers, also involving a City subsidy. The Agency asked the Supervisors to appropriate \$5,000 to draft a new plan. The request has been tabled pending a determination of whether the food terminal project is feasible. A handful of the largest produce firms and major property owners in the present wholesale district (Area E) contended that a cheaper site is available in San Mateo County. They further refused to shift their business location until such time as they can be guaranteed full market value for their present holdings. This appears to be a very controversial matter, and will require further discussion before a decision can be reached.

On October 23, 1956 the Agency concurred in a recommendation to reduce the South of Market redevelopment area from 23 to approximately 12 blocks. The revised designation, which must be approved by the Supervisors, is sought by property owners in the area. The City has no plan for the area, originally designated for redevelopment in 1953.

The Grand Jury Committee believes that redevelopment stands in the front rank of important civic projects. To expedite completion of the two federally-financed projects and achieve a single purpose on future development of Area E, and all other projects, it is recommended that:

1. The Agency, Planning Commission, Board of Supervisors, Mayor, and all other related committees and departments which are involved, cooperate fully.
2. The City apply greater pressure through its representatives in Washington, D. C. to obtain prompt attention and approval to San Francisco projects at the federal level.
3. Finally, looking to the future of redevelopment and neighborhood renewal needs of San Francisco, it is suggested that local private enterprise be encouraged to enter the program on the same basis as the federal government; that is, with City assistance to renewal projects in the form of parks, schools, sewers, streets, and other similar public improvements.

WALLS AND ROOFS OF THE CHURCH

On the walls of the church are many paintings of the life of Christ and the Virgin Mary. The most famous is the "Descent from the Cross" by the Italian painter, Giotto. It is a masterpiece of the Italian Gothic style. The church is also famous for its "Cappella del Crocifisso" (Chapel of the Crucifix) which contains a beautiful crucifix by the same artist.

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(Redevelopment Agency - continued)

This Grand Jury Committee would like to suggest that insofar as possible the designation of the label "blight" be discontinued when considering future sub-standard areas for redevelopment purposes. A good example of the adverse reaction to this terminology is the present 28-block area south of Market Street which was officially designated as a "blight" area. Such reference has cheapened property values, caused numerous vacancies, and consequently lowered tax revenues.

Under the California Community Redevelopment Law, defining conditions of Blight, the Health and Safety Code, Article 2, Section 33041, reads as follows:

#33041. Unfit buildings and structures. A blighted area is characterized by the existence of buildings and structures, used or intended to be used for living, commercial, industrial, or other purposes, or any combination of such uses, which are unfit or unsafe to occupy for such purposes and are conducive to ill health, transmission of disease, infant mortality, juvenile delinquency, and crime because of any one or a combination of the following factors:

- (a) Defective design and character of physical construction.
- (b) Faulty interior arrangement and exterior spacing.
- (c) High density of population and overcrowding.
- (d) Inadequate provision for ventilation, light, sanitation, open spaces, and recreation facilities.
- (e) Age, obsolescence, deterioration, dilapidation, mixed character, or shifting of uses.

The Committee therefore earnestly proposes that the designation "blight" be not used in future studies or plans, and that a different terminology be substituted.

The Committee desires to take this opportunity to commend the Agency and its staff for the energetic manner in which their weekly meetings are conducted. While progress appears to be slow, this, it seems, is due to the many differences of opinion by certain groups, and by the numerous legal questions raised which must be studied and ruled upon before decisions can be reached, to further the objectives of the Agency.

Other than what has been indicated by this report, the Grand Jury Committee has no recommendations for improvement in regard to policy or operation. Much work remains to be done, but with definite objectives and the full cooperation by all concerned it is felt that satisfactory future progress can be accomplished.

SAMUEL MARKEL, Chairman
JOHN THOMAS
MAURICE COFFEY

REVIEW OF THE YEAR 1967

The year 1967 was a year of significant achievement for the organization. We have made considerable progress in our research and development efforts, particularly in the areas of [illegible] and [illegible]. Our financial performance was also strong, with a record level of income and a healthy profit margin. We have also made significant strides in our marketing and sales efforts, resulting in a steady increase in our market share.

One of our major accomplishments was the successful completion of the [illegible] project. This project has opened up new possibilities for our company and has positioned us as a leader in the [illegible] industry. We are confident that this project will lead to a number of new products and services in the coming years.

In addition to our research and development efforts, we have also made significant progress in our manufacturing and production efforts. We have improved our production processes, resulting in higher quality products and lower costs. We have also expanded our production capacity, allowing us to meet the growing demand for our products.

Our marketing and sales efforts have also been highly successful. We have developed a number of new marketing programs, resulting in a steady increase in our market share. We have also expanded our sales force, allowing us to reach new markets and customers.

Overall, the year 1967 was a very successful year for our organization. We have made significant progress in all of our key areas of focus, and we are confident that we are well-positioned for continued success in the coming years.

We are grateful to our customers, employees, and shareholders for their support and confidence in our organization. We look forward to continuing our growth and success in the coming years.

EDUCATION; SCHOOLS; LIBRARIES

Education: Schools

The 1956 Board of Education was comprised of the following members:

Adolfo de Urioste, President
Mrs. Clarence Coonan
Charles J. Foehn
Mrs. George A. Hindley
John G. Levison
Bert W. Levit, Vice-President
C. C. Trowbridge, Jr.

Harold Spears, Superintendent of Public Schools.

The members of the Board are practical, business-like persons, dedicated in their interest in educational policies, facilities and services to the community. They are to be complimented on their appointment of Dr. Spears. His invitation to be the sole representative of the United States as a member of the "International Advisory Committee on School Curriculum" from the National Commission for UNESCO in Paris, September 17-29, 1956 was not only a personal honor, but a reflection of the wise judgment of the Board and the good fortune of San Francisco schools. He is an able educator with a practical sense of proportion between cost and goals.

On August 7, 1956 a total proposed final 1956-57 budget of \$40,099,416 for general operation of the schools was adopted. Of this amount, \$35,186,508 is for general purposes, and \$4,912,908 for retirement obligations to the State and local retirement systems.

Of an approximate \$1,188,000 increase, all but approximately \$80,000 will go for mandatory salary adjustments and teacher retirement payments.

On May 22, 1956 the Board adopted the 1956-57 Certificated Salary Schedule, as recommended by the Superintendent of Schools, which schedule incorporates salary increases of from \$3,720 to \$4,250 as the salary of the first step in Classification I, and an across-the-board raise of no less than 5% per step on the basic salary schedule, effective July 1, 1956. At \$4,250 for beginning salary, San Francisco is among the top three of the nation's large cities.

It is the conclusion of this Committee, after comparing older schools with the newer plants, that in education the teacher is a far more important factor than the plant. It is conceded the teacher can work better with good facilities, but if it is a question of choice, the emphasis should fall on the teacher. Further, it is more important to have the rank and file salaries generally substantial rather than have exceptional salaries in spotty maximums. This would be more attractive to potential teachers than a few opportunities with high salaries at the top levels.

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(Education - continued)

San Francisco's 88,000 school population is growing at the rate of 3% per year. This is because of the birth rate, and because students stay in school longer. Provision for it must be considered a continuing need - not a one-time program.

The original proposal for a building program bond issue was \$35,948,000. The Mayor's bond-screening committee recommended a \$27,000,000 issue; not to limit the projects or program, but to approve funds for a shorter period of time. The feeling of the downtown group and the Finance Committee of the Board of Supervisors was to ask for smaller sums at more frequent intervals rather than overwhelming sums at longer intervals. Dr. Spears concurs in this and would like to see it made a policy.

The now-proposed program is based on concepts of maximum use of the present school plant, estimation of future school population by neighborhoods and school levels, and a building program of projects that are practical and urgent. The Building Program planned in the \$27,000,000 bond issue includes the following:

1. Two new high schools; one in the southeast and one in the southwest (Lowell) sections of the City.
2. Completion of the new Silver Avenue Junior High School.
3. New additions to the following junior high schools: Portola, Horace Mann, James Denman, Roosevelt, Francisco.
4. New additions to the following elementary schools: Golden Gate, Starr King, Ortega.
5. Three new elementary schools: One in the Midtown Terrace development, one in the Chinatown-North Beach section, and one to replace the old Longfellow School, which should be abandoned.
6. An addition to John O'Connell Trade and Technical School.
7. Additional physical education and athletic facilities at Lincoln, Balboa, and Washington High Schools.
8. Additional building facilities at San Francisco City College (Junior College).
9. Remodeling and reconstruction of numerous existing school buildings, including major work at Polytechnic High School.
10. Equipment for building projects.

In connection with future building plans, the School Department has been criticized for purchasing undeveloped land in anticipation of future needs. It is our opinion that it is a far more economical policy to secure undeveloped land at a minimum price and hold it than to be faced with the problem of confiscating developed property at high prices and discommoding the community. If the need does not materialize, the property can be disposed of--a policy which seems to be on the record of the Board of Education.

1. *Chlorophyll a* and *Chlorophyll b* were determined by the method of Arar and Collins (1971) using a Shimadzu 1601 UV-Visible Spectrophotometer. The concentration of chlorophyll was expressed in mg g⁻¹ of dry weight.

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2. The second step is the collection of data. This is done by the investigator who is responsible for the investigation. The investigator must collect data from the sources that are available to him or her.

3. The third step is the analysis of the data. This is done by the investigator who is responsible for the investigation. The investigator must analyze the data and determine the results of the investigation.

4. The fourth step is the presentation of the results. This is done by the investigator who is responsible for the investigation. The investigator must present the results of the investigation to the appropriate authorities.

5. The fifth step is the evaluation of the results. This is done by the investigator who is responsible for the investigation. The investigator must evaluate the results of the investigation and determine the effectiveness of the investigation.

6. The sixth step is the dissemination of the results. This is done by the investigator who is responsible for the investigation. The investigator must disseminate the results of the investigation to the appropriate authorities.

7. The seventh step is the documentation of the results. This is done by the investigator who is responsible for the investigation. The investigator must document the results of the investigation and make them available to the appropriate authorities.

8. The eighth step is the review of the results. This is done by the investigator who is responsible for the investigation. The investigator must review the results of the investigation and determine the effectiveness of the investigation.

9. The ninth step is the conclusion of the investigation. This is done by the investigator who is responsible for the investigation. The investigator must conclude the investigation and determine the effectiveness of the investigation.

10. The tenth step is the final report. This is done by the investigator who is responsible for the investigation. The investigator must prepare a final report of the investigation and make it available to the appropriate authorities.

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109. the 2232-33

(Education - continued)

The 1955 Grand Jury proposed in its final report a charter amendment to Section 135. We studied the matter quite thoroughly. It seemed to be the general, though not unanimous, feeling of the School Department that consideration of the passage of the bond issue should take precedence over that of the amendment. The bond issue passed at the election on November 6, 1956. The matter of the charter amendment has been deferred. However, this Committee recommends consideration of the following points:

First, the amendment is written to provide for the same removal or disciplinary power over all school administrators as is provided in Section 136 to remove the superintendent.

The San Francisco Unified School District is a sub-division of the State of California, and as such derives all its powers and duties from the State in accordance with the Constitution and the State Education Code. In case of conflict with provisions of the City Charter, the Supreme Court has held that the general laws of the State shall govern. A legal, technical study of the Charter, Sections 135 and 136, reveals that many of the provisions are either invalid or superfluous when compared to State provisions. It would be sloppy work to continue these in an amended section into the future.

Second, San Francisco is unique in having extended tenure to the administrative level. Striking out paragraph 3 of Section 135 would probably be the most effective means of providing flexible control of School Department management. The entire staff at the administrative level is frozen in their positions, and this is not the most efficient way to operate in any organization.

One last matter would seem to call for some future consideration. There seems to be an upsurge, nationally as well as locally, of juvenile crime. The police have appealed to the school authorities not to try to solve their own problems when they are matters which should properly be handled by the police. The School Board has adopted a resolution providing that there should be liaison between the School Department and the Police Department. Dr. Spears has been directed to study ways and means of implementation and to bring them before the Board for approval.

Mr. de Urioste points out that the general law in the State Code provides that the teacher has the right to stand in the place of the parent in the matter of corporal punishment, but our local ruling stipulates that a teacher cannot lay hands on, push, jerk, or in any way administer physical punishment. Too great latitude naturally might lead to abuse; but between these two extremes there would seem to be an area of modified practice of discipline which would give children a greater respect for authority. Time did not permit pursuing this study.

(MRS.) MARION EVERS, Chairman

WALTER S. NEWMAN

SYLVAN C. SPENCER

Number of hauls	<i>P. setiferus</i> (%)	<i>P. setiferus</i> + <i>P. setiferus</i> + <i>P. setiferus</i> (%)	<i>P. setiferus</i> + <i>P. setiferus</i> + <i>P. setiferus</i> (%)
1	10	5	2
2	25	10	3
3	45	15	4
4	65	20	5
5	80	25	6
6	90	30	7
7	95	35	8
8	98	40	9
9	99	45	10
10	100	50	11

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BOARD OF PERMIT APPEALS

The Board of Permit Appeals, consisting of five members and a secretary, with broad discretionary powers authorized to it by the framers of the City Charter in the year 1932, originated from the vote of the people of the City and County of San Francisco, followed by approval of the local Charter by the State. Through some oversight this Board is not listed by name in the published list of Committees of the 1956 Grand Jury. In our opinion, this is too important a body to be overlooked by future Grand Juries.

The Charter establishes two principal avenues of appeal:

- 1) Applicants for a permit or license denied such document by a City department, or whose permit or license has been revoked, may seek relief through application to this Board.
- 2) Persons who believe their interests or property, or the public welfare, could be, or has been, adversely affected by operations allowed under a permit or license may seek relief through application to this Board.

In either of the above instances, the Board is obligated to conduct a public hearing, at which the appellant and interested parties may testify. Following the hearing, and following such investigation as the Board may deem advisable and necessary, it may then either concur in the action of the City department involved, or it may, by a vote of four of its five members, overrule that City department and order the permit granted, restored, or refused.

It must be borne in mind that while this Board does not possess the identical character of jurisdiction of a municipal or justice's court, under Section 39 of the Charter it has jurisdiction to hear appeals and confine the hearings to the evidence submitted by the respective parties, or make such further investigation as it may deem necessary. Thus, though it may be looked upon as a hybrid tribunal, its jurisdiction over designated matters is broad. Any appellant, of course, has the right to test the Board's decisions by further appeal to the courts. However, in the past all cases carried on appeals as high as the Supreme Court of California resulted in judgments upholding the Board's decisions.

Heads of City departments are compelled to enforce the rigid interpretation of City codes in the matter of permit applications and be guided by the same, even though in a particular circumstance their decisions may impose unnecessary and severe handicaps upon the people. However, the Board of Permit Appeals, in its discretionary powers, is in a position to overrule such decisions.

(Permit Appeals - continued)

Inasmuch as City departments have expert technical advisers as liaison men who are detailed to sit in on all meetings of the Board of Permit Appeals, it is logical to assume they usually concur in the Board's decisions.

At the present time, appeals from decisions of the City Planning Commission on zoning requirements are handled by the Board of Supervisors. Under a new law, when the new zoning ordinance is adopted, these appeals are transferred to the Board of Permit Appeals. The cases involved are mostly variations from the established and legal zoning requirements. It is therefore the opinion of your Committee that the City Planning Commission is the most qualified body to make these exceptions, and appeals from their decisions should go directly to the Superior Court, and not to the Board of Permit Appeals.

Because of its broad discretionary powers, the Board is open to commendation on the one hand and condemnation on the other. It is even subject to the rumor of holding secret meetings. Your Committee, in their investigation, could find no evidence of secret meetings held by this Board. However, as rumors of this nature imply serious accusation, we recommend that the 1957 Grand Jury thoroughly investigate such rumors if and when the same may arise.

The five members composing the present Board of Permit Appeals are: Harold C. Brown, President, Joseph Tarantino, Vice-President, Clarence Walsh, Peter Tamaris, and Ernest L. West. The secretary is J. Edwin Mattox, now in his seventh year in that post.

They extended the utmost courtesy to your Committee, and answered all questions freely and openly. We found their hearings, which are open to the public, conducted in a highly ethical and honorable manner.

Therefore, it is our conclusion that the present Board and its secretary are rendering an important and necessary service to the citizens of San Francisco, and should be commended for their devotion to their difficult job--made the more difficult because their decisions and rulings on appeals and grievances, whether imaginary or real, may in many cases never prove to the satisfaction of all parties concerned.

In toto, because of its broad discretionary powers, we suggest that the 1957 Grand Jury might be wise to give considered attention to the Board of Permit Appeals.

ABRAM S. JAFFE, Chairman (Committee
on "Other Commissions")

ROBERT R. HALL

CHARLES FLEISCHMAN

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EDUCATION; SCHOOLS; LIBRARIES

Libraries

The Library Commission this year is composed of the following members:

Mrs. J. Henry Mohr, President
Albert E. Schwabacher, Jr., 1st Vice-President
Campbell McGregor, 2nd Vice-President
Miss Rose M. Fannuchi
Reverend F. D. Haynes
J. Max Moore
Mrs. Hazel O'Brien
Bert Simon
S. Lee Vavuris
Thomas W. S. Wu
Rene Vayssie
L. J. Clarke, Librarian
Frank A. Clarvoe, Jr., Secretary

The Librarian is the chief executive appointed by and retained at the pleasure of the Commission.

This year saw the completion of the Ortega Branch Library, opened August 20 and dedicated October 3.

A bookmobile has been purchased, which anticipates the closing of one or more small branches.

On the drawing board is the Merced Branch Library at 19th Avenue and Winston Drive. It is anticipated that construction will begin in February or March, 1957, and completion will follow about six months thereafter.

In regard to the Bay View Branch, money for land purchase is appropriated, but the site of the old firehouse at Oakdale and Third Streets has been discarded as being unsuitable, and a new site is being sought. The building fund will be requested in the 1957-58 budget, in line with the established policy of requesting the land funds one year and the building funds the following year.

The Business Branch at 68 Post Street was opened November 1, 1956.

In regard to the long overdue North Beach Branch, funds for both land and building are available. The Library Commission of 1955 had decided on a site commonly called the Signal Oil Triangle, bounded by Columbus Avenue, Lombard Street, Mason Street, and adjoining the North Beach Playground. Although it was conceded that the price of \$60,000 was high, it was agreed by the then Commissioners and the Board of Supervisors that it was the only piece available in the North Beach area that was agreeable to all groups and opposed by none, after many years of searching for a

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(Libraries - continued)

site, and therefore the money should be appropriated and the land purchased. Building was to follow immediately. In spite of this, the new 1956 Commission decided to review the situation. Commissioner Simon felt the price was too high. President Mohr turned the matter over to the Standing Committee on Planning and Development, under chairman J. Max Moore.

There followed a series of efforts to find a suitable location for the "Ideal Library Site", mostly by petitions to the Recreation-Park Commission for certain portions of the North Beach Playground. The requests were refused because of a Master Plan layout for the playground, with funds from a bond issue earmarked for certain developments, and because it was felt that for the congested area involved it would not be wise to reduce the size of the playground. The Recreation-Park Commission recommended the use of the Signal Oil Triangle.

On July 23, 1956, this Grand Jury, after studying the situation, passed two resolutions to the effect that the Recreation-Park Commission refuse further requests to give up any portion of the playground, and that the Library Commission acquire other property and expedite plans for the North Beach Library.

On August 9 the Commission passed a resolution instructing the Director of Property, Philip A. Rezos, to start negotiations to obtain the property at 1640 Stockton Street and institute condemnation proceedings. Inasmuch as this property is occupied by the U. S. Post Office on a lease to run another year, and subsequently the Italian Athletic Association of San Francisco, owners, planned to develop it with recreational facilities of benefit to the community, there was bitter opposition.

On October 24, at a hearing of the Finance Committee of the Board of Supervisors on the condemnation proceedings it was pointed out that in spite of Mr. Rezos' evaluation of the piece at \$35,000, the Signal Oil Triangle piece already has approval and funds appropriated, and no further action is necessary. The Supervisors' committee urged the Commission to use this piece. The Library Commission was not aware that it had been free to proceed. The Finance Committee refused to authorize condemnation of 1640 Stockton Street. The Library Commission agreed to study the recommendation and report back in three weeks.

The following seems strange:

First, that the 1956 Library Commission should ignore the work and decisions of the 1955 Commission.

Second, that the Commission should ignore the wishes of the community in trying to take parcels of land that are already in service to the community so that the people would

The first part of the paper is devoted to a discussion of the general principles of the theory of the structure of the atom. It is shown that the structure of the atom is determined by the laws of quantum mechanics, which are based on the principle of the uncertainty of the position and momentum of the particles. The second part of the paper is devoted to a discussion of the structure of the nucleus. It is shown that the structure of the nucleus is determined by the laws of quantum mechanics, which are based on the principle of the uncertainty of the position and momentum of the particles.

The third part of the paper is devoted to a discussion of the structure of the molecule. It is shown that the structure of the molecule is determined by the laws of quantum mechanics, which are based on the principle of the uncertainty of the position and momentum of the particles. The fourth part of the paper is devoted to a discussion of the structure of the crystal. It is shown that the structure of the crystal is determined by the laws of quantum mechanics, which are based on the principle of the uncertainty of the position and momentum of the particles.

The fifth part of the paper is devoted to a discussion of the structure of the liquid. It is shown that the structure of the liquid is determined by the laws of quantum mechanics, which are based on the principle of the uncertainty of the position and momentum of the particles. The sixth part of the paper is devoted to a discussion of the structure of the gas. It is shown that the structure of the gas is determined by the laws of quantum mechanics, which are based on the principle of the uncertainty of the position and momentum of the particles.

The seventh part of the paper is devoted to a discussion of the structure of the plasma. It is shown that the structure of the plasma is determined by the laws of quantum mechanics, which are based on the principle of the uncertainty of the position and momentum of the particles. The eighth part of the paper is devoted to a discussion of the structure of the solid. It is shown that the structure of the solid is determined by the laws of quantum mechanics, which are based on the principle of the uncertainty of the position and momentum of the particles.

The ninth part of the paper is devoted to a discussion of the structure of the liquid crystal. It is shown that the structure of the liquid crystal is determined by the laws of quantum mechanics, which are based on the principle of the uncertainty of the position and momentum of the particles. The tenth part of the paper is devoted to a discussion of the structure of the polymer. It is shown that the structure of the polymer is determined by the laws of quantum mechanics, which are based on the principle of the uncertainty of the position and momentum of the particles.

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(Libraries - continued)

have to give up one benefit to gain the other.

Third, that if condemnation proceedings were necessary in any case, the Commission did not find it logical to proceed with action on the piece most satisfactory to the residents of the neighborhood, particularly as the evaluation was \$12,500 less.

The conclusion is that after a whole year no progress has been made, and the people have needlessly been made to wait at least one year longer for the North Beach Library. It is unfortunate that the 1956 Commission was comprised almost entirely of new members.

At a meeting called by Mayor Christopher on November 21, with members of the Commission and representatives of North Beach, he made it clear he was partial to a site in Washington Square and opposed to the Signal Oil Triangle piece--a position contrary to the accepted and declared position of the North Beach groups. He called for a further meeting December 10, at which time the matter must be resolved.

On November 26, members of the Library Commission met with the Grand Jury. The Commission members promised that a site will have been determined and be in the process of acquisition by December 31, 1956.

Studies, details, information and Grand Jury discussions far too lengthy to be incorporated in this Report have led the Grand Jury to adopt the following resolution:

WHEREAS, this 1956 Grand Jury is of the opinion that an eleven-member commission is of a size to be unwieldy; and

WHEREAS, the meetings of the Library Commission are presently scheduled for one meeting each month, and this of necessity slows the speed of accomplishment, now, therefore, be it

RESOLVED, That this 1956 Grand Jury hereby requests that the Honorable Board of Supervisors take immediate steps to formulate a charter amendment to be presented to the voters at the next regular or special election, whichever shall come first, which will provide for a library commission of five members, one of whom shall be a member of the Planning Commission; and which will provide that the commission meet not less than twice each month, without compensation; and which will provide other changes appropriate to achieve these provisions and bring the Charter up to date.

(MRS.) MARION EVERS, Chairman
WALTER NEWMAN
HAROLD MILLER

1. The first part of the report is a general introduction to the subject of the study. It discusses the importance of the study and the objectives of the research.

2. The second part of the report is a detailed description of the methodology used in the study. It includes information about the sample, the data collection methods, and the statistical analysis.

3. The third part of the report is a discussion of the results of the study. It compares the findings with the previous research and discusses the implications of the study.

4. The fourth part of the report is a conclusion and a list of references. The conclusion summarizes the main findings of the study, and the references list the sources used in the research.

5. The fifth part of the report is a list of appendices. These include the raw data, the questionnaires, and the statistical tables.

6. The sixth part of the report is a list of figures. These include the graphs, charts, and tables that illustrate the results of the study.

7. The seventh part of the report is a list of tables. These include the tables that present the data used in the study.

8. The eighth part of the report is a list of references. These include the sources used in the research.

RECREATION-PARK DEPARTMENT; REAL ESTATE; WEIGHTS and MEASURES

Real Estate Department

Mr. Philip L. Rezos, Director of Property, is a civil service appointee, and as such is the head of the Real Estate Department.

The Department is in charge of purchases and leases of real property and improvements required for all City and County purposes, and the sale or lease of real property owned by the City. It makes appraisals on all property acquired, and acts as agent for other City departments in real estate matters.

During the fiscal year ending June 30, 1956, the activities of this Department might be summarized as follows:

Negotiated land and right-of-way purchases for the various departments of the City and County involving 124 parcels at a total cost of.	\$ 942,182.97
Rentals on real property leased by the City for various departments totaled	158,835.51
Surplus City-owned property was sold at public auction and through eminent domain proceedings amounting to.	187,535.00
Rentals received from leased City-owned property.	577,349.02
Wholesale Produce Market	24,706,000.00
The Director of Property directs the activities of the Civic Auditorium, for which the City received a total annual return of	189,301.40

Also, appraisals were made for various City departments, including the Parking Authority, Board of Education, and Library Commission.

In connection with the Redevelopment Program, Diamond Heights Project Area, the Real Estate Department made appraisals of 83 improved parcels, 101 vacant parcels and 49 partial takings, whose total appraised value was estimated to be \$1,071,380.00.

It is also a function of the Real Estate Department, at the request of the Board of Supervisors sitting as a Board of Equalization, to investigate applications for reduction in assessments and make recommendations to the Board. During the past fiscal year, 39 applications for reductions in assessments were investigated and reported on, and four applications under the jurisdiction of the Board of State Harbor Commissioners, protesting the "Possessory Interest" assessments levied against them.

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(Real Estate Department - continued)

On behalf of the Public Utilities Commission, the Real Estate Department negotiated eleven leases in connection with the activities at the San Francisco International Airport.

During the fiscal year, the Director of Property reported to the Mayor and prepared legislation on one jurisdictional transfer of real property between City departments, and investigated and prepared legislation on twelve street vacation proceedings and one vacation of a public easement.

The new Exhibit Hall, financed by the \$3,725,000 bond issue, now under construction, will also be under the jurisdiction of the Real Estate Department.

The Real Estate Department is a working--not a service--department of the City government, and as such has daily dealings with such departments as Public Works, City Attorney, Assessor, Recorder, Public Utilities, Supervisors, Permit Bureau, and Fire Department. At this time there is a plan to move this department to vacant space on the 3rd or 4th floor of the Polk Street side of the Civic Auditorium. This is to allow the Public Administrator to take their present space, and the Bureau of Domestic Relations of the Superior Court to take the vacated premises of the Public Administrator.

In conclusion, the Real Estate Department seems well run and is doing a full-sized job with an efficiently operating, minimum staff.

WILLIAM S. BAGGE, Chairman

JOHN THOMAS

FRED CASASSA

1. The first part of the paper is devoted to a general discussion of the problem.

2. In the second part, we consider the case of a single particle.

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15. The fifteenth part is devoted to the case of a system of particles and continuous media.

ASSESSOR; TAX COLLECTOR; SALES TAX

Assessor

The members of this committee have held several conferences with Assessor Russell L. Wolden, his administrative assistants, and the divisional chiefs of his office.

In preparing themselves for these meetings, the Committee obtained advance copies of a report entitled "Property Tax Assessments in San Francisco City and County", which was the result of a survey made by the Division of Assessment Standards under direction of John H. Keith, Chief, and Oscar C. Brothers, Assistant Chief, of this division. The chairman spent several days at the Board's offices in Sacramento to obtain firsthand information on assessment standards, with particular reference to the City and County of San Francisco.

The Assessor's office functions under rules and regulations provided in the Revenue and Taxation Code of the State of California. Under this code the Assessor is accountable for locating, valuing, and enrolling all legally assessable property in the county. The work includes the appraisal of all real and personal property. This requires the maintenance of comprehensive maps, property ownership and descriptive records, and other records pertaining to operation of this office.

In 1955-56 the assessment roll reached an all-time high of \$1,957,311,243, an increase of \$90,323,799 in assessed value over the previous year. The work load consisted of 31,000 valuation studies; reappraisal of some 13,000 buildings following inspection of all improvements; the audit of nearly 7,000 business firms. Many of these audits were conducted at the eastern headquarters of firms doing business in San Francisco. This practice of auditing records at the eastern headquarters, started in 1949, has resulted in nearly \$900,000 additional tax revenue.

In order that all Grand Jurors might have the opportunity to inquire into the operation of the Assessor's office, the Committee invited Mr. Wolden and members of his staff to meet with them on October 8. Present were Assessor Wolden, Chief Assistant Ray Leavitt, Administrative Assistant Val King, Chief of Building Division Herman Luft, Chief of Land Division William T. Reed, and Supervisor of Personal Property Division William Essig. The Grand Jury was able to learn at first hand the functions and problems of the Assessor's office.

This meeting, combined with the report of the State Board of Equalization, is the basis for the following recommendations:



(Assessor - continued)

1. The Assessor's budget for the fiscal year 1956-57 totals \$1,043,709, of which \$952,245 is for salaries and wages, \$91,464 is for contractual services, supplies, etc., and \$5,430 is for capital expenditures and equipment. This amount represents about 1.5% of the total property tax levy. The State Board considers an operational cost of 2.0% to be average and reasonable. The Mayor and the Board of Supervisors should provide adequate funds for the operation of this office.

2. The State Board of Equalization recommends the addition of 31 personnel in the land, building and personal property divisions to enable this office to make more detailed examinations of properties, to assure equitable property assessments. The additions to the personal property auditing staff will enable them to complete an audit of filed business statements within a three-year cycle. This Committee concurs with previous Grand Juries who have recognized that the office is understaffed.

3. Present salaries of technical employees are, in most cases, lower than those paid for comparable responsibility in private employment. Unless this condition is corrected, it will be impossible to obtain qualified persons to fill vacancies and to provide the required temporary and permanent additions to the staff.
(Quote State Board of Equalization.)

4. The present office is most inadequate to house the 140 permanent employees and the 120 seasonal temporary workers. The space now occupied was originally planned for 40 employees. Poor ventilation and lighting add to the chaotic conditions. This Committee attempted to secure a portion of the space formerly occupied by the School Department in Polk Hall which has been vacant for some three years, but without success.

The Committee concludes this report with the recommendation that all-out efforts should be made by municipal government officials to develop new areas for property taxation. The restoration to tax rolls of some of the many properties of the federal government. The reclamation of tideland areas for industrial use and the annexation of outside areas to enable us to broaden our tax base and offset incroads by freeways and other developments.

This Committee believes that in Mr. Wolden we have a man nationally known for his experience and knowledge in the tax field. We believe he has well qualified men in charge of the various departments, and all are making every effort, under adverse conditions, to administer their offices in an efficient manner.

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes the need for transparency and accountability in financial reporting.

2. The second part of the document outlines the various methods and techniques used to collect and analyze data. It includes a detailed description of the experimental procedures and the statistical analysis performed.

3. The third part of the document presents the results of the study. It includes a series of tables and graphs that illustrate the findings of the research. The data shows a clear trend of increasing activity over time.

4. The fourth part of the document discusses the implications of the findings. It suggests that the results have significant implications for the field of research and may lead to further developments in the future.

5. The fifth part of the document concludes the study. It summarizes the main findings and provides a final statement on the importance of the research.

ASSESSOR; TAX COLLECTOR; SALES TAX

Tax Collector and Sales Tax

This Committee consulted with Mr. James W. Reinfeld, Tax Collector for the City and County of San Francisco, to ascertain whether the City sales tax could be collected at a saving by the State Board of Equalization.

The total cost to San Francisco for collection in the fiscal year 1955-56 amounted to \$111,783 on a tax return of \$5,527,823, or approximately .0224 per dollar collected. This was on the tax of 1/2 of 1%.

On October 1, 1956, this tax was raised to 1%, and the estimated revenue for the fiscal year 1956-57 is \$10,832,126, based on the past income and with elimination of certain exceptions heretofore allowed in San Francisco, such as deliveries to points outside the confines of the City and County. This would result in a collection cost by the present City and County Tax Collector of 1.03% of estimated collections. This compares with the current charge by the State Board of Equalization of 1.7% for administrative costs. This rate is subject to change as its costs warrant. On the basis of these estimates it would cost \$75,824 more than the actual costs of local administration should the State Board of Equalization be contracted to collect this tax.

It may be possible that this increased cost of State collection would be justified by a more extensive program of administration, particularly with reference to more complete audits, by the Board of Equalization. Also the elimination of a duplicate return by San Francisco business firms and license holders. Undoubtedly this would be welcomed by such firms and businesses, but this advantage would not be reflected by any financial return to the City and County itself.

This Committee recommends that the 1957 Grand Jury make further study and investigation of this matter of local versus state collection, to properly ascertain any advantages in either method.

The Committee wishes to compliment the Tax Collector and his staff on what we consider an excellent job of keeping delinquent accounts at a minimum.

LYNN S. COE, Chairman

SAMUEL MARKEL

MAURICE COFFEY

THE UNIVERSITY OF CHICAGO

DEPARTMENT OF CHEMISTRY

RECEIVED
JAN 10 1964

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CIVIL SERVICE; CITY PLANNING, ETC.

Civil Service

This office, under the able direction of Mr. William L. Henderson, Personnel Director and Secretary, Harry Albert, Assistant Personnel Director, and a staff of 52 permanent employees, acts as the employment and personnel department of the City and County of San Francisco, and is responsible for the present 16,700 permanent positions in the City and County service which, in one way or another, are under civil service jurisdiction. This figure does not include the approximate 3,500 certificated employees of the Unified School District, who are in no way subject to the jurisdiction of the Civil Service Commission.

This Department is organized as follows:

Classification and Salary Division: Investigates the duties and responsibilities of positions; recommends proper classifications for such positions; collects and analyzes data relating to salaries and wages paid in private employment and other governmental jurisdictions; assists in formulating recommendations to the Board of Supervisors on salaries and wages to be paid City employees.

Examination Division: Determines the examination needs of the City; prepares examination announcements; recruits qualified personnel for the examinations; writes examination questions; administers and scores the examinations; investigates and reports on protests concerning examination questions; recommends passing marks, and prepares the lists of eligibles of those passing the examinations.

Certification Section: Maintains records of every person passing an examination and eligible for appointment when reached on the eligible lists; receives and records requisitions for employees from various departments; notifies eligibles of job openings when same are available; refers eligibles for medical examination and fingerprints them prior to employment; also maintains other miscellaneous records. They presently have cards for approximately 30,000 eligibles in this section.

Payroll Section: Maintains a card record for every permanent employee in the City service; checks payrolls twice a month to make certain all payroll items are legal and in accordance with civil service provisions of the Charter, without which approval no employee in the City and County employ can be paid. Also maintains records of sick leaves, vacations, disciplinary actions, etc. concerning the employment history of the employees.

Secretarial Division: Interviews employees and citizens seeking advice and assistance.

(Civil Service - continued)

Section 151 of the Charter is the basis for fixing the rates of pay for only about one-half the employees of the City. The salaries of the remaining half are fixed under seven different methods. It is therefore the opinion of this Committee that proper and sensible salary relationship within the City service can be attained only if all compensation is fixed at one time in accordance with one uniform method. To avoid the inequities created by the present system, the salaries of the various classes of employees should be kept at levels prevailing in outside employment for similar positions.

Because of the difficulty of securing properly qualified personnel in some departments due to the requirement that an applicant reside in the City and County of San Francisco for a period of five years, it is our suggestion that the length of residence required be reduced to a shorter time, or eliminated entirely.

Due to the fact that the privilege of copying examination questions has been gravely abused for sale and profit by operators of coaching schools and others, requiring the Civil Service Commission to write entirely new examination questions every time an examination is held, thus substantially increasing the cost of preparing examinations, it is suggested that Section 147.1 of the Charter be revised to eliminate this privilege.

It is the recommendation of your Committee that appropriate Charter amendments be prepared and be presented to the Board of Supervisors, for submission by them to the electorate, designed to bring about the desired changes as outlined above.

ABRAM S. JAFFE, Chairman

ROBERT R. HALL

CHARLES FLEISCHMAN

1. The first part of the document is a list of names and addresses of the members of the committee. The names are listed in alphabetical order, and the addresses are given below each name. The list is as follows:

Name	Address
Mr. A. B. C.	123 Main St., New York, N. Y.
Mr. D. E. F.	456 Broadway, New York, N. Y.
Mr. G. H. I.	789 Third Ave., New York, N. Y.
Mr. J. K. L.	1010 Fifth Ave., New York, N. Y.
Mr. M. N. O.	1111 Sixth Ave., New York, N. Y.
Mr. P. Q. R.	1212 Seventh Ave., New York, N. Y.
Mr. S. T. U.	1313 Eighth Ave., New York, N. Y.
Mr. V. W. X.	1414 Ninth Ave., New York, N. Y.
Mr. Y. Z. A.	1515 Tenth Ave., New York, N. Y.
Mr. B. C. D.	1616 Eleventh Ave., New York, N. Y.
Mr. E. F. G.	1717 Twelfth Ave., New York, N. Y.
Mr. H. I. J.	1818 Thirteenth Ave., New York, N. Y.
Mr. K. L. M.	1919 Fourteenth Ave., New York, N. Y.
Mr. N. O. P.	2020 Fifteenth Ave., New York, N. Y.
Mr. Q. R. S.	2121 Sixteenth Ave., New York, N. Y.
Mr. T. U. V.	2222 Seventeenth Ave., New York, N. Y.
Mr. W. X. Y.	2323 Eighteenth Ave., New York, N. Y.
Mr. Z. A. B.	2424 Nineteenth Ave., New York, N. Y.
Mr. C. D. E.	2525 Twentieth Ave., New York, N. Y.
Mr. F. G. H.	2626 Twenty-first Ave., New York, N. Y.
Mr. I. J. K.	2727 Twenty-second Ave., New York, N. Y.
Mr. L. M. N.	2828 Twenty-third Ave., New York, N. Y.
Mr. O. P. Q.	2929 Twenty-fourth Ave., New York, N. Y.
Mr. R. S. T.	3030 Twenty-fifth Ave., New York, N. Y.
Mr. U. V. W.	3131 Twenty-sixth Ave., New York, N. Y.
Mr. X. Y. Z.	3232 Twenty-seventh Ave., New York, N. Y.
Mr. A. B. C.	3333 Twenty-eighth Ave., New York, N. Y.
Mr. D. E. F.	3434 Twenty-ninth Ave., New York, N. Y.
Mr. G. H. I.	3535 Thirtieth Ave., New York, N. Y.
Mr. J. K. L.	3636 Thirty-first Ave., New York, N. Y.
Mr. M. N. O.	3737 Thirty-second Ave., New York, N. Y.
Mr. P. Q. R.	3838 Thirty-third Ave., New York, N. Y.
Mr. S. T. U.	3939 Thirty-fourth Ave., New York, N. Y.
Mr. V. W. X.	4040 Thirty-fifth Ave., New York, N. Y.
Mr. Y. Z. A.	4141 Thirty-sixth Ave., New York, N. Y.
Mr. B. C. D.	4242 Thirty-seventh Ave., New York, N. Y.
Mr. E. F. G.	4343 Thirty-eighth Ave., New York, N. Y.
Mr. H. I. J.	4444 Thirty-ninth Ave., New York, N. Y.
Mr. K. L. M.	4545 Fortieth Ave., New York, N. Y.
Mr. N. O. P.	4646 Forty-first Ave., New York, N. Y.
Mr. Q. R. S.	4747 Forty-second Ave., New York, N. Y.
Mr. T. U. V.	4848 Forty-third Ave., New York, N. Y.
Mr. W. X. Y.	4949 Forty-fourth Ave., New York, N. Y.
Mr. Z. A. B.	5050 Forty-fifth Ave., New York, N. Y.
Mr. C. D. E.	5151 Forty-sixth Ave., New York, N. Y.
Mr. F. G. H.	5252 Forty-seventh Ave., New York, N. Y.
Mr. I. J. K.	5353 Forty-eighth Ave., New York, N. Y.
Mr. L. M. N.	5454 Forty-ninth Ave., New York, N. Y.
Mr. O. P. Q.	5555 Fiftieth Ave., New York, N. Y.
Mr. R. S. T.	5656 Fifty-first Ave., New York, N. Y.
Mr. U. V. W.	5757 Fifty-second Ave., New York, N. Y.
Mr. X. Y. Z.	5858 Fifty-third Ave., New York, N. Y.
Mr. A. B. C.	5959 Fifty-fourth Ave., New York, N. Y.
Mr. D. E. F.	6060 Fifty-fifth Ave., New York, N. Y.
Mr. G. H. I.	6161 Fifty-sixth Ave., New York, N. Y.
Mr. J. K. L.	6262 Fifty-seventh Ave., New York, N. Y.
Mr. M. N. O.	6363 Fifty-eighth Ave., New York, N. Y.
Mr. P. Q. R.	6464 Fifty-ninth Ave., New York, N. Y.
Mr. S. T. U.	6565 Sixtieth Ave., New York, N. Y.
Mr. V. W. X.	6666 Sixty-first Ave., New York, N. Y.
Mr. Y. Z. A.	6767 Sixty-second Ave., New York, N. Y.
Mr. B. C. D.	6868 Sixty-third Ave., New York, N. Y.
Mr. E. F. G.	6969 Sixty-fourth Ave., New York, N. Y.
Mr. H. I. J.	7070 Sixty-fifth Ave., New York, N. Y.
Mr. K. L. M.	7171 Sixty-sixth Ave., New York, N. Y.
Mr. N. O. P.	7272 Sixty-seventh Ave., New York, N. Y.
Mr. Q. R. S.	7373 Sixty-eighth Ave., New York, N. Y.
Mr. T. U. V.	7474 Sixty-ninth Ave., New York, N. Y.
Mr. W. X. Y.	7575 Seventieth Ave., New York, N. Y.
Mr. Z. A. B.	7676 Seventy-first Ave., New York, N. Y.
Mr. C. D. E.	7777 Seventy-second Ave., New York, N. Y.
Mr. F. G. H.	7878 Seventy-third Ave., New York, N. Y.
Mr. I. J. K.	7979 Seventy-fourth Ave., New York, N. Y.
Mr. L. M. N.	8080 Seventy-fifth Ave., New York, N. Y.
Mr. O. P. Q.	8181 Seventy-sixth Ave., New York, N. Y.
Mr. R. S. T.	8282 Seventy-seventh Ave., New York, N. Y.
Mr. U. V. W.	8383 Seventy-eighth Ave., New York, N. Y.
Mr. X. Y. Z.	8484 Seventy-ninth Ave., New York, N. Y.
Mr. A. B. C.	8585 Eightieth Ave., New York, N. Y.
Mr. D. E. F.	8686 Eighty-first Ave., New York, N. Y.
Mr. G. H. I.	8787 Eighty-second Ave., New York, N. Y.
Mr. J. K. L.	8888 Eighty-third Ave., New York, N. Y.
Mr. M. N. O.	8989 Eighty-fourth Ave., New York, N. Y.
Mr. P. Q. R.	9090 Eighty-fifth Ave., New York, N. Y.
Mr. S. T. U.	9191 Eighty-sixth Ave., New York, N. Y.
Mr. V. W. X.	9292 Eighty-seventh Ave., New York, N. Y.
Mr. Y. Z. A.	9393 Eighty-eighth Ave., New York, N. Y.
Mr. B. C. D.	9494 Eighty-ninth Ave., New York, N. Y.
Mr. E. F. G.	9595 Ninetieth Ave., New York, N. Y.
Mr. H. I. J.	9696 Ninety-first Ave., New York, N. Y.
Mr. K. L. M.	9797 Ninety-second Ave., New York, N. Y.
Mr. N. O. P.	9898 Ninety-third Ave., New York, N. Y.
Mr. Q. R. S.	9999 Ninety-fourth Ave., New York, N. Y.
Mr. T. U. V.	10000 Ninety-fifth Ave., New York, N. Y.

HEALTH DEPARTMENT; HOSPITALS; LAGUNA HONDA HOME; HASSLER HEALTH FARM

After many meetings with Dr. Ellis Sox, Director of Public Health, and numerous visitations to the departments under his jurisdiction, it is the unanimous opinion of your Committee that the City and County of San Francisco is indeed fortunate to have Dr. Sox and his able assistants, Dr. Thomas E. Albers, Superintendent of San Francisco Hospital, Mr. Louis Moran, Superintendent of Laguna Honda Home, and Dr. Lincoln F. Putnam, Acting Superintendent of Hassler Health Home, guiding the health and welfare of our citizens.

San Francisco Hospital

A large group of Grand Jurors visited the Hospital, and were well pleased with the progress being made in the rehabilitation of the physical property under the bond issue, which is now nearing completion. The working of the Psychopathic Ward, both as to apprehension, confinement and commitment was shocking to the Grand Jury, and as a result much work has been done to correct this condition. No doubt this will be reported on by other committees, also interested. Many reforms are contemplated, but already the method of apprehension has been changed from a uniformed officer picking up the patient in a police car, to having an inspector in plain clothes, with an ambulance, perform this function.

Laguna Honda Home

Here again a goodly number of Grand Jurors inspected this institution for our elder citizens, and were impressed by the way this rather difficult group of citizens were being taken care of. The bond money for repairs is being wisely used, and upon completion should make for more cheerful surroundings for people residing there. The inadequacy of the evening meal was called to our attention, and we are happy to report that after our recommendation the Mayor and the Chief Administrative Officer saw fit to appropriate sufficient money to remedy this situation.

Hassler Health Home

This is located in the center of 300 rolling acres, and looks more like a resort than an institution for the sick. This should contribute greatly to the health and wellbeing of the patients, where rest and fresh air is probably as important for their recovery as is medication. Much of the gardening and maintenance is done by the patients who have been, or are, nearly cured, with resulting savings of money to the City.

After much study, this Committee recommends the following:

1. The first part of the document is a list of names and addresses of the members of the committee.

The second part of the document is a list of the names and addresses of the members of the committee who have been elected to the office of the Secretary of the committee.

The third part of the document is a list of the names and addresses of the members of the committee who have been elected to the office of the Treasurer of the committee.

The fourth part of the document is a list of the names and addresses of the members of the committee who have been elected to the office of the Chairman of the committee.

The fifth part of the document is a list of the names and addresses of the members of the committee who have been elected to the office of the Vice-Chairman of the committee.

The sixth part of the document is a list of the names and addresses of the members of the committee who have been elected to the office of the Secretary of the committee.

The seventh part of the document is a list of the names and addresses of the members of the committee who have been elected to the office of the Treasurer of the committee.

The eighth part of the document is a list of the names and addresses of the members of the committee who have been elected to the office of the Chairman of the committee.

(Health Department - continued)

1. Consideration should be given by the Board of Supervisors for the provision, during the next five or six years, of funds for the construction of health centers in strategic areas of the City, through which the preventive services of the Department can be channelled to the people of San Francisco on a regional basis. Many of these health centers are presently located in old buildings for which the City pays rent, and upon which the City cannot expend capital improvement or maintenance funds. Centers similar to the one constructed in the Sunset District are needed in at least half a dozen areas in San Francisco, in various neighborhoods.

2. The Health Department budget is approximately \$15,000,000 per year, with some 2,800 employees on the payroll, and an average turnover of 1,600 employees. With these facts in mind there should be within its administrative structure a business management division, or general administration service. The Department has requested such a position in the last four budgets, and it was approved by Chief Administrative Officer Brooks each time, but was subsequently deleted. It is recommended that such a position be established during the next fiscal year, in order to increase the efficiency and effectiveness of the departmental program and of the use of the tax funds appropriated in its support.

This position would be that of Chief, Bureau of Administrative Services. This would be a new position, but it would be a substitution for the position of Business Manager which this Department had several years ago. This Bureau would provide those general administrative services common to all components of the Department. The internal organization of this Bureau would be subject to fluctuation, but would certainly include functional units involving the following: (1) Budgets and accounts; (2) Purchase and supplies, including storage; (3) Personnel, including recruitment and training; (4) Other functions such as cost analysis, photo-reproduction, etc.

Pending establishment of the position of Chief of General Services, the Chief of the Bureau of Administrative Services would be directly responsible to the Director of Public Health.

The Chief of this Bureau would be responsible for the provision of essential staff services of his Bureau to all other units of the Department, and he would serve as consultant to the Director in matters relating to general administration and operation of services not specifically medical or otherwise professional. He would be the primary liaison between this Department and other City departments with which the Department of Public Health has a consistent operating relationship. He would be advisory to all directors of services in this Department on matters of mutual interest.

(Health Department - continued)

He should be a college graduate, with training and experience in business management procedures, and should be familiar with those procedures related to governmental operations. Post-graduate study in either business administration, public administration, or public health administration would be desirable.

3. In view of the fact that much of the work of the Health Department is accomplished by education, it is recommended that the health education services of the Department be expanded by the addition of both professional and semi-professional personnel of the type that have been requested during the past several years.

4. Although mention has been made of the improvements in facilities and equipment at Laguna Honda Home, it is obvious that additional housekeeping personnel and professional personnel are needed in order to provide a cleaner environment and better medical services for the chronically ill and the aged infirm housed and cared for at the Home.

We were much impressed by the Adult Education, Occupational Therapy, and the beginning of a rehabilitation program for infirm patients. We urge that this rehabilitation program be expanded, as its purpose is to restore the use of a patient's limbs sufficiently so that a bed patient (at a cost of \$5.37 per day) can become an ambulatory patient (at a cost of \$2.22 per day). Rehabilitation may also effect a complete cure and possible discharge of some of these patients and ultimate return to their homes and families. In addition to the savings to the City, this program contributes to the wellbeing of the patient, and makes him more self-sufficient and happier.

GEORGE P. FREUND, Chairman

SYLVAN C. SPENCER

WALTER S. NEWMAN

Introduction

The purpose of this document is to provide a comprehensive overview of the project's objectives, scope, and the methodology used to achieve the desired outcomes. This section will outline the key goals and the approach taken to address the challenges identified in the initial phase of the project.

The project is designed to explore the various factors that influence the system's performance and to develop a robust framework for its optimization. The methodology involves a combination of theoretical analysis and practical experimentation to validate the proposed solutions.

The document is organized into several sections, each focusing on a specific aspect of the project. The first section discusses the background and the motivation for the study. The subsequent sections detail the research methodology, the results of the experiments, and the conclusions drawn from the findings. Finally, the document provides a summary of the project's achievements and the future directions for further research.

ART COMMISSION, AND OTHER COMMISSIONS

Art Commission

Through the establishment of the San Francisco Symphony Orchestra Pops Concerts, this Commission has brought music at its best, under the batons of the greatest world renowned conductors and the most famous artist soloists, to the people in all income brackets, at admission prices ranging from 30¢ to \$1.50.

In 1951, the first of the Pops Concerts - a series of eight performances - were attended by 23,000 persons. This year more than 55,000 persons attended the ten performances at the Civic Auditorium. This attests the music appreciation of San Franciscans. The income from these concerts this year was more than \$6,000 greater than in 1955.

This year again, local artists were given their first big chance - a debut with Arthur Fiedler and the symphony. Every year from ten to fourteen gifted youngsters are selected to appear as soloists, and the results of their debut have been most gratifying. Two outstanding names today who made their debuts on an Art Commission concert are Isaac Stern, the great violinist, and Lucine Amara, prima donna of the Metropolitan Opera.

The Art Festival this year was held in the Civic Auditorium. Emphasis was placed on the visual arts. Another deviation this year was not to purchase works of art for the City, but instead, \$2,000 was offered as a prize to the winner, in open competition, to embellish a wall for the Marina Library.

The Municipal Band of San Francisco continued its program of good will and entertainment, appearing many times during the year and offering spirited concerts in the city's parks and squares, appearing in civic parades, and entertaining residents in the San Francisco Hospital, Laguna Honda Home, the Home for the Aged conducted by the Little Sisters of the Poor, the Jewish Old People's Home, orphan homes maintained by the various faiths, etc. Some of the performances were assisted by the Recording Fund of the Federation of Musicians.

A statue by Robert Howard, "Whales," is to be placed in the courtyard of Steinhart Aquarium, and the statue, "Peace," by Beniamino Bufano, will be placed at the San Francisco International Airport..

The Commission's ideas for an International Music and Arts Festival, to include the presentation of great symphonic orchestras, with opera and ballet, embracing all the visual arts; an International Film Festival similar to the one held in Cannes and Venice; staging of a Shakesperian Festival and the best in live theatre, should be encouraged.

MEMORANDUM FOR THE RECORD

DATE: 10/1/54

TO: SAC, NEW YORK

FROM: SAC, NEW YORK

SUBJECT: [Illegible]

RE: [Illegible]

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(Art Commission - continued)

The present Commission, consisting of ten active and six ex-officio members, headed by Mr. Harold L. Zellerbach, President, and Mr. John Hagopian, Vice-President, all of whom devote their time and talents without compensation; and their Executive Secretary, Mr. Joseph H. Dyer, Jr., are to be most highly commended for their untiring efforts to preserve our cultural traditions, and for enhancing the prestige of San Francisco throughout the world for its beauty, charm, and elegance.

ABRAM S. JAFFE, Chairman

CHARLES FLEISCHMAN

ROBERT R. HALL

1. The first part of the paper is devoted to a general discussion of the problem of the existence of solutions of the system of equations (1) and (2) under the assumption that the functions $f_i(x)$ and $g_j(x)$ are continuous and satisfy certain conditions.

2. In the second part, we consider the case when the functions $f_i(x)$ and $g_j(x)$ are piecewise continuous and satisfy certain conditions.

3. In the third part, we consider the case when the functions $f_i(x)$ and $g_j(x)$ are continuous and satisfy certain conditions.

Public Welfare Department

The purpose of this Department is to ensure public assistance so that no needy person of the community shall have to live below a certain minimum standard of health and wellbeing. Child Welfare Services and related Welfare programs are designed to give protection to the dependent child not covered by other programs and to prevent children from becoming dependent, neglected and delinquent. In providing this service and assistance the resources of the individual and the family are taken into consideration to determine the eligibility and the amount of help to be given. The objective of welfare service and assistance is to help people, insofar as possible, to help themselves.

The policy forming and supervising authority for this department is the Public Welfare Commission, which consists of five members, appointed for a period of four years, who serve without compensation. The present Commission is comprised of Mr. Edward J. Wren, President (now serving his third four-year term), Mr. Frank J. Agnost, Mr. Ernest Draper Howard, Mrs. John J. Murray, and Mr. Albert S. Samuels.

The Department is directed by Mr. Ronald H. Born, now serving his seventeenth year in that capacity, and a staff of 349 full and part-time employees.

This Department was created in 1937 and administered only old age security, aid to needy children, needy blind, and the indigent. Since then additional responsibilities have been added: Aid to partially self-supporting blind residents, as established by the statewide program in 1941, and the Department of Foster Care of Children in boarding homes and institutions, as created for it in 1950 by ordinance of the Board of Supervisors.

Thus, during the past six years the scope of their services, as contrasted with the original public assistance programs, has been expanded to include child welfare service, the adoption program and the protective service for licensing of boarding homes for children and the aged, and foster home placement and supervision of children.

The intake function for all programs is handled in the main office. However, due to the increase in caseloads and the many types of programs and services rendered, the Department outgrew its quarters, and a district office - the first since moving to their present building at 585 Bush Street in 1941 - was opened at 150 Otis Street. This office is in charge of one of the three district supervisors, and has a staff of 80 employees, to which was transferred the continuing caseloads of Old Age Security and of single men receiving indigent aid.

The first part of the paper discusses the importance of the study of the history of the United States. It is argued that a knowledge of the past is essential for a full understanding of the present. The author then goes on to discuss the role of the federal government in the development of the country. He argues that the federal government has played a crucial role in the growth of the United States, and that it is essential for the future of the country.

The second part of the paper discusses the role of the states in the development of the United States. The author argues that the states have played a crucial role in the growth of the country, and that they are essential for the future of the country. He then goes on to discuss the role of the federal government in the development of the states. He argues that the federal government has played a crucial role in the growth of the states, and that it is essential for the future of the country.

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The fourth part of the paper discusses the role of the federal government in the development of the United States. The author argues that the federal government has played a crucial role in the growth of the country, and that it is essential for the future of the country. He then goes on to discuss the role of the states in the development of the United States. He argues that the states have played a crucial role in the growth of the country, and that they are essential for the future of the country.

(Public Welfare - continued)

Though the residence requirement for workers in this department has been reduced to one year, it has encountered difficulty in obtaining and retaining its staff to fill its social service positions.

The Department of Public Welfare has requested that the salaries paid to their social service and child welfare workers be increased to meet the salaries paid for comparable positions in private employment, which would result in less turnover in its staff. They have also requested that with the increase of work due to the added services, there is need for an Assistant Social Service Director. This committee has not been able to make a thorough investigation of this situation, but would like to recommend to the incoming Grand Jury that they examine this matter before budgets are approved next year.

The splendid task of rehabilitation this department is performing, which reflects its service efforts as a whole, is best illustrated by the following table of job placements from July, 1956 to November, 1956:

	<u>1955</u>	<u>1956</u>
Placed by Employment Division	58	171
" " Calif. Dept. of Employment	43	84
" " Apprenticeship training	1	1
Found own job	<u>67</u>	<u>156*</u>
	169	412
*Office visits requested with these	287	
" " held " "	184	
Telephone contacts	230	

The chairman of the committee was most cordially received and every courtesy was accorded by Mr. Edward J. Wren, President of the Public Welfare Commission, and Mr. Ronald H. Born, Director of Public Welfare. A tour of the building on Bush Street was made, and every office thoroughly inspected.

It appears to the chairman that this Department is operating most efficiently in rendering their services to the people of the City and County of San Francisco.

ABRAM S. JAFFE, Chairman

CHARLES FLEISCHMAN .

ROBERT R. HALL

The first part of the paper discusses the importance of maintaining accurate records of all transactions. It is essential for the business to have a clear and concise record of all income and expenses. This will allow the business to track its financial performance over time and identify any areas where it may be overspending or underperforming.

The second part of the paper discusses the importance of maintaining accurate records of all assets and liabilities. This will allow the business to track its net worth over time and identify any areas where it may be over-invested or under-capitalized.

The third part of the paper discusses the importance of maintaining accurate records of all debts and obligations. This will allow the business to track its financial obligations over time and identify any areas where it may be over-indebted or under-capitalized.

The fourth part of the paper discusses the importance of maintaining accurate records of all taxes and other legal obligations. This will allow the business to track its financial obligations over time and identify any areas where it may be over-indebted or under-capitalized.

The fifth part of the paper discusses the importance of maintaining accurate records of all other financial information. This will allow the business to track its financial performance over time and identify any areas where it may be overspending or underperforming.

In conclusion, the paper emphasizes the importance of maintaining accurate records of all financial information. This will allow the business to track its financial performance over time and identify any areas where it may be overspending or underperforming.



